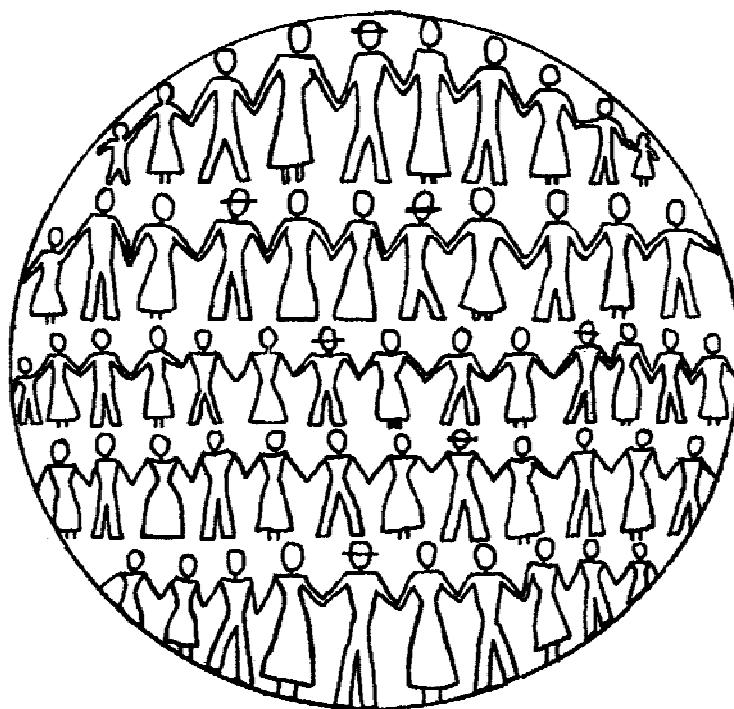


**ROMANIANS FOR SERBIAN DEMOCRACY/
REGIONAL PARTNERSHIP FOR DEMOCRACY
PROGRAM**

COOPERATIVE AGREEMENT No. 186-A-00-00-00117-00



FINAL REPORT

SUBMITTED BY:

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EXECUTIVE SUMMARY

The Romanians for Serbian Democracy program was competitively awarded to America's Development Foundation (ADF) under Cooperative Agreement No. 186-A-00-00-00117-00. Its purpose was to encourage and support Romanian initiatives that build the capacity of Serbian organizations to promote and strengthen democratic processes and institutions in Serbia. Through this process, Romanian civil society organizations would also strengthen their own understanding of and commitment to democratic governance in their own country. The development of democracy in Serbia would, in turn, strengthen regional stability. In October 2000 conditions in Serbia changed dramatically with the fall of the Milosevic government. As a result, the project was redefined and renamed as the Regional Partnership for Democracy (RPD) program. In September 2001 the originally twelve-month Cooperative Agreement was extended at no cost for an additional three months, bringing the total Regional Partnership for Democracy program to a fifteen-month period.

America's Development Foundation applied a strategic approach that combined financial assistance, in the form of subgrants to Romanian NGOs, with technical assistance to stimulate and support Romanian partnerships with Serbian organizations contributing to democratic change. A key partner in ADF's work under the RPD was the Euroregional Center for Democracy (CED). With its geographic location and mission, the CED – based in Timisoara, Romania – is well positioned to make important contributions to promoting democracy in Serbia and the region as a whole. ADF's collaboration with the CED included drawing upon CED's experience and expertise in promoting partnership within the region, as well as providing technical assistance and co-funding to expand CED's support to regional cooperation for democracy. The strategic use of CED as an intermediary in providing technical assistance and support to increase the capacity of NGOs engaged in cross-border partnerships was a critical part of developing CED as a long-term resource for these organizations.

While results were to be achieved in a wide range of areas due to the breadth of potential activities by Romanian NGOs, ADF's Cooperative Agreement with USAID noted that achievement of program objectives would be demonstrated by the following:

1. Establishment of at least five civil society linkages to encourage responsive democratic governance and accountability.
2. Establishment inside Serbia of at least one NGO resource center that provides information exchange and increased services to NGOs in order to strengthen their institutional capacity and increase their role in civil society development.
3. Organization of at least two exchange programs for young political leaders in the region.
4. Furthering the establishment of at least one regional network that will encourage regional exchange and cooperation in economic, social or cultural fields, and at least one (1) network among young academic communities or in support of journalists and youth movements.

Each of these results was achieved and, in many cases, targets were surpassed. Noteworthy achievements and results over the 15-month period of ADF's RPD program include the following:

- ✓ Twenty-one programs were implemented by seventeen Romanian organizations with twenty-six Serbian counterparts. These programs directly impacted seven communities in Romania and fifteen communities in Serbia and involved the participation of 181 public administration officials from both countries. Participants in events funded under the RPD numbered 1,443.
- ✓ Forty-two (42) linkages between Romanian and Serbian organizations were formalized in partnership agreements. Seven networks were formed and an additional thirteen partnership activities took place under the CED Incubator program. Multiple informal linkages were created as a result of RPD activities such as the Regional NGO Fairs.
- ✓ The program produced 30 workshops, 23 training courses, 11 training packages, 15 policy papers and other reports, 2 NGO Resource Centers, 3 educational videotapes, 10 educational CDs, 20 websites, 12 databases, seven posters, 3 conferences, 6 leaflets, 10 brochures, and 8 newsletters. It generated 82 articles in the print media, 57 radio programs, and 26 television programs.
- ✓ Serbian civil society participation in voter education, mobilization, and election monitoring was expanded and made more effective. The partner organizations are now expanding their collaboration to touch upon broader issues of civic education in Serbia. Local, national and regional public forums designed to develop dialogue on key issues among citizens as well as with government officials were organized.
- ✓ Serbian and Romanian NGOs joined together on a number of topics of regional importance, including the status and integration of minority populations, economic and social development in regions along the border, the issue of regional trafficking in human beings, and citizen input on DKMT policies.
- ✓ Civil society linkages to local governments were established in order to encourage responsive democratic governance and accountability. Advocacy programs to influence government and regional decision-makers, as well as projects that involved government officials as partners, also contributed to these goals.
- ✓ Young political leaders from Serbia and Romania participated in non-partisan regional education and exchange programs. Through these programs they gained skills in communication, negotiation, coalition building, and strategy development. They developed a set of standards for effective political activity and developed interpersonal relationships and networks that will be used in the years ahead.
- ✓ ADF introduced to Romania an effective new approach to strengthening the capacity of civil society organizations, which combined a small degree of training workshops with a high degree of in-house technical assistance consulting sessions. This combined approach, used by ADF in all its programs, proved highly successful.
- ✓ Organizations involved in the RPD program significantly increased their technical and grant management skills. ADF's technical assistance, and that provided by the CED under

subgrants, shows deep and long lasting effects on the development of all the organizations that initiated and carried out cross-border partnerships within the program's framework.

The impact of the RDP program extends beyond the results achieved under the specific activities of the subgrant program. Participation in the RDP program increased the ability of an important part of the Serbian civil society to adjust its aims, objectives, and activities to the real and urgent needs of the Serbian society. It also accelerated the clarification of priorities of the Serbian NGO sector and its role in democratic development. The Serbian organizations involved in the RPD benefited both from the ADF expertise and from the experience of the Romanian partner organizations, which offered working patterns and formulae whose validity had already been tested.

The RPD program also had an important impact for Romania. Through their cross-border work, Romanian NGOs gained more perspective and objectivity in assessing their own accomplishments in civil society development and the evolution of democratic governance over the last decade. The work of these NGOs with their Serbian counterpart organizations required them to analyze their own successes and failures as they sought to share the message, lessons learned, and success and failure. In addition, many of the cross-border projects had direct results for Romania, as in the case of the passage of Law no. 544/2001 on the free access to the information of public interest and Law no. 678/2001 regarding prevention and suppression of trafficking in human beings.

ADF's technical assistance directly benefited the management and institutional capacities of Romanian and Serbian NGOs. One of the most important management innovations was the emphasis on result-oriented management. This approach allowed subgrant recipients to approach implementation strategies from a proactive rather than reactive perspective and to focus their efforts on 'deliverables' and impact. Program evaluation data suggested that both Romanian and Serbian NGOs participating in the program also increased their administrative, financial management, and program capacities. Finally, the program was able to further the sustainability of partnerships and projects, and strengthened the linkages and networks set up by the RPD, through the emphasis on post project sustainability plan development – which ADF required from all subgrant recipients even during project development stages.

The novelty of the program, the ambitious objectives, the short implementation period, the delicate Serbian context, as well as the limited experience of many organizations called for an emphasis on detailed planning, flexible management, good field communication and maximum coordination of activities. The successful implementation of the RPD program was possible through the intense effort and innovative approaches of all the parties involved. Close cooperation with The Euroregional Center for Democracy (CED) from Timișoara has also played a pivotal role in the implementation of the RPD program. A close and collaborative working relationship between ADF and its donor, USAID, also contributed to the success of the RPD program. The formation of a Technical Evaluation Committee (TEC) composed of ADF, USAID, and Embassy representatives for the approval of subgrants proved to be a helpful and useful means of balancing priorities and concerns for this groundbreaking program.

In many respects, the RPD program turned out to be a type of learning lab or school, from which the Romanian and their partner organizations emerged stronger, more capable, and

suror of themselves. Other organizations that plan to embark on cross-border activities can benefit from the lessons learned by those who have worked in this program:

- 1) Know the social, political, and economic context of the country of the partner organization;
- 2) Understand the customs and immigration procedures of crossing the border;
- 3) Know your partner organization as you know yourself;
- 4) Work as a solid team with your partners and, if possible, your donors;
- 5) Plan, replan, and overplan;
- 6) Think proactively, not reactively;
- 7) Get out of the office. Keep moving and talking;
- 8) Focus on results, not on activities;
- 9) Ensure the sustainability of the program; and
- 10) Become part of a network, or, if you are already in one, strengthen and expand it.

Sustainability of the work under the Regional Partnership for Democracy program has been a high priority with ADF from the beginning. Through placing an emphasis on this aspect from the beginning, ADF has been able to create favorable conditions for both the sustainability of the individual partnership initiatives supported by the RPD program, and for the process of fostering and supporting regional partnerships. Program participants have developed sustainability plans for their partnerships and activities. The CED has developed its institutional capacity to provide long-term support to cross-border activities and regional partnerships.

The impact of ADF's Regional Partnership for Democracy program far exceeded the results that were anticipated for the program at its inception. Through the Regional Partnership for Democracy, ADF has succeeded in building a strong foundation for regional cooperation in the years to come as Serbia, Romania, and all the countries in Southeastern Europe strive to strengthen democratic process, institutions, and society and contribute to stability in their region. To build upon this success, ADF has three recommendations for future USAID/Romania programming and support.

- First, USAID should consider providing support for the creation of a Regional Leadership and Management Resource Center, which was conceptualized by CED, Leaders Romania, the Third Europe Foundation and other Romanian NGOs as a means to support development in the Banat region. The Center would identify and bring together human resources, training materials and expertise to serve Banat Region NGOs and local government.
- Second, there is an ongoing need to provide longer-term funding and institutional support resources to Romanian organizations that have demonstrated a strong commitment and capacity to further regional democracy development. Democracy building is a long-term process, especially when the investment is made in helping indigenous organizations reach across borders to build more effective democratic institutions, civil society and democratic practices in the region.
- Third, attention needs to be given and a strategy developed for the effective sharing of the

RPD program's lessons learned for a larger regional audience. The RPD success in helping NGOs establish and build NGO civil society programs and networks is worthy of study and replication. ADF is well positioned through its democracy building programs in Serbia and BiH to play a significant role with CED, with USAID and with concerned NGOs in respective countries see that the more successful activities and approaches of the RPD are adapted and replicated as needed.

1. INTRODUCTION

The Romanians for Serbian Democracy program was competitively awarded to America's Development Foundation (ADF) under Cooperative Agreement No. 186-A-00-00-00117-00. The program was developed in response to USAID/Romania's FY 2000 Annual Program Statement, which sought activities to promote cross-border dialogue and support by Romanian NGOs to their Serbian counterparts for the promotion of democracy in Serbia. Following the fall of the Milosevic government in October 2000 and subsequent political changes in Serbia, the project was redefined and renamed as the Regional Partnership for Democracy (RPD) program.

ADF moved quickly to establish an office, develop and gain USAID approval for a workplan, and advertise and market the project nationally. The first subgrants were awarded within three months of the start of the project. Despite the extremely limited time frame for the RPD project, ADF successfully proved the tremendous benefits that can derive from cross-border efforts to support the development of democracy. The RPD program represents an important success story for support to democratic development in the sensitive Southeast European region.

This final report summarizes the program's progress and achievements during the 15-month period of the Cooperative Agreement, from September 19, 2000 to December 31, 2001.

2. BACKGROUND

2.1 PURPOSE AND INTENDED RESULTS

The purpose of the Romanians for Serbian Democracy/Regional Partnership for Democracy program was to encourage and support Romanian initiatives that build the capacity of Serbian organizations to promote and strengthen democratic processes in Serbia. Through strengthening democratic practices in Serbia, the Romanian organizations would strengthen their own understanding of and commitment to democratic governance in their own country, as well as expand their institutional capacity. By creating conditions for expanded democratic practice, economic growth, and the rule of law in Serbia, the program contributed to increasing regional stability.

While results were to be achieved in a wide range of areas due to the breadth of potential activities by Romanian NGOs, ADF's Cooperative Agreement with USAID noted that achievement of program objectives would be demonstrated by the following:

5. Establishment of at least five civil society linkages to encourage responsive democratic governance and accountability.
6. Establishment inside Serbia of at least one NGO resource center that provides information exchange and increased services to NGOs in order to strengthen their institutional capacity and increase their role in civil society development.
7. Organization of at least two exchange programs for young political leaders in the region.

8. Furthering the establishment of at least one regional network that will encourage regional exchange and cooperation in economic, social or cultural fields, and at least one (1) network among young academic communities or in support of journalists and youth movements.

In addition, it was expected that ADF would:

- Attend USAID leadership meetings regarding Mission activities, including regular Strategic Objective meetings; and
- Establish with USAID: a) indicators of progress aligned with basic USAID objectives; b) timelines with activities detailed over the life of the program and with targets and indicators clearly defined; and c) an exit strategy.

As detailed in section 3, each of these results was achieved.

2.2 OVERVIEW OF IMPLEMENTATION ENVIRONMENT

The RPD program was conceptualized, approved and authorized by the Congress prior to the collapse of the Milosevic regime in Serbia in October 2000. After USAID Romania's approval of the program and before the signature of the Cooperative Agreement, the situation in Serbia had significantly changed. The Milosevic regime was removed from power by a large coalition determined to regain Serbia's place in the international democratic community. This historic event marked the climax of a long and painful struggle for democracy that had brought together political parties, civic organizations, and independent personalities. As in other Central and East European countries prior to the fall of communism, Serbian civil society – the catalyst of the opposition movement throughout a decade of brutal dictatorship, civil war, and suppression of civil liberties – played a crucial role before and during the October elections.

Since the collapse of the Milosevic regime civil society organizations (CSOs) in Serbia have engaged, with the new government, in a massive effort to build a democratic Serbia. Although articulate and efficient in the opposition movement, Serbian civil society now experiences the challenges of building democratic processes and institutions as it has encountered the problems and obstacles raised by a difficult transition. The complicated political, economic and social environment highlight urgent new needs that imposed fresh priorities, set new objectives, and required different approaches and skills. The experience of a neighboring country, Romania, which has undergone a similar process of democratization, was both relevant and inspiring.

When the Milosevic government fell, opportunities for support to the development of democracy in Serbia expanded. It is to the credit of USAID/Romania and the Regional USAID office that the cross-border RPD program continued, despite new opportunities for direct work in Serbia with the local civil society community. By continuing the RPD program, USAID furthered the development and strengthening of important sub-regional and cross-border linkages that will continue to contribute to regional stability and cooperation, as well as to support civil society and democratic development in both Serbia and Romania over the long term.

2.2.1 ADAPTATION OF THE PROGRAM IN LIGHT OF NEW OPPORTUNITIES

ADF took advantage of the improved environment for democratic development in Serbia by adapting its program approach to take advantage of new opportunities. Extensive consultations with USAID and US Embassy representatives led to adjusting the program's image, strategy and mission. ADF's program implementation plan was adjusted to meet the new realities in Serbia.

Although the initial program highlighted the transfer of knowledge and skills from Romanian organizations to their Serbian partners, the program's philosophy and intent were soon redefined in light of the changing political tides. The more open society in Serbia resulted in more opportunities for joint action, including the potential for matching funding in Serbia to supplement funding provided under the USAID Cooperative Agreement. ADF promoted an approach that maximized Serbian participation and initiatives in programs that were proposed by and awarded to Romanian organizations. The name under which the program was publicized was changed to from Romanians for Serbian Democracy to the Regional Partnership for Democracy in order to reflect the new conditions. This change in name was important in emphasizing the partnership relationship of the organizations supported under the program and emphasized the importance of participation and representation of both partners in the design and implementation of activities supported under the Cooperative Agreement.

The idea of opening the program to a wide variety of civil society organizations, including grassroots, small NGOs or even civic initiatives was also part of the new strategy for the program. ADF's intention was to ensure that a broad spectrum of civil society groups would have the opportunity to participate in and benefit from the program. A strategy was developed to incorporate the Euroregional Center for Democracy as a partner for the development and management of smaller projects facilitating the development of partnerships that might not have qualified directly for funding from the RPD program.

2.3 PROGRAM APPROACH

The RPD program focused its activity and resources on supporting Romanian initiatives that engaged and strengthened their Serbian counterparts in developing civic engagement and democratic governance. Special attention was given to involving a wide range of non-profit organizations and to building collaboration on common issues faced in both countries, especially along the border areas. ADF provided competitively selected Romanian organizations financial and technical support for programs that contributed to the purpose and intended results of the RPD.

Core to the RPD program was an umbrella grants mechanism that enabled Romanian NGOs to pursue strategies for strengthening their relationships with, and support to, counterpart Serbian organizations on a wide range of issues. These issues included, but were not limited to:

- 1) Organizing broad-based **civic education** activities as well as promoting **democratic electoral processes** through voter education, citizen mobilization and election monitoring;

- 2) Organizing **local and national public forums** to develop dialogue on key issues among citizens as well as with government officials;
- 3) Facilitating civil society **linkages to local governments** to encourage responsive democratic governance and accountability;
- 4) Enabling **young political leaders** from Serbia to participate in regional non-partisan educational and exchange programs;
- 5) Enhancing the development of **NGO resource centers**;
- 6) Assisting interest groups in mobilizing public support and undertaking **advocacy** activities;
- 7) Facilitating the involvement of Serbian youth and **youth movements** into European regional youth networks and organizing youth projects in civic education and citizenship;
- 8) Fostering regional exchange, cooperation, and networking in support of journalists, journalist associations, and the independent **media** to improve their professional skills and increase the role of the media in serving as a forum for the promotion of democratic values;
- 9) Promoting enhanced regional cooperation and networks in economic, social, and cultural fields through the “DKMT” (**Danube-Kris-Mures-Tisa Regional Cooperation**), the Euroregional political and administrative structure for bordering regions in Romania, Yugoslavia, and Hungary; and
- 10) Encouraging regional **exchanges among academic communities**, think-tank and research organizations.

During the implementation of the RPD program, ADF provided a variety of technical support to applicants and subgrant recipients, directly as well as through technical assistance subgrants to the Euroregional Center for Democracy. Assistance included helping organizations design programs, prepare budgets, and assess and clarify roles, responsibilities and authority within the organization. Assistance was also given in the areas of report preparation, program supervision and management, and the necessary protocol for cross-border work in sensitive political and social environments. In addition, the organizations that participated in the program were required to develop sustainability plans. To increase effectiveness, group work sessions on project planning and proposal writing were organized to augment one-on-one technical assistance. Both financial and operational monitoring and reporting took place on an ongoing basis, and additional technical assistance was provided as needed. ADF provided technical assistance to appropriate managers of subgrant recipients to ensure correct completion, submission, and use of approved formats for cash requests and reporting.

A key partner in ADF's work under the RPD was the Euroregional Center for Democracy (CED). The CED, based in Timisoara, Romania, is positioned to play an important role in promoting democracy and stability in Central and Southeastern Europe. With its geographic location and mission, the CED was and continues to be well positioned for making important contributions to democracy in Serbia. ADF's collaboration with the CED included drawing upon CED's experience and expertise in promoting partnership within the region, as well as providing technical assistance and co-funding to expand CED's support to regional

cooperation for democracy. The strategic involvement of CED as an intermediary in providing technical assistance and support to increase the capacity of NGOs engaged in cross-border partnerships was a critical part of developing CED as a long-term resource for these organizations.

The CED was also an important partner in expanding the RPD's impact beyond the more developed NGOs that would qualify for subgrants. CED provided specialized support to Romanian grassroots and local membership-based organizations that had never before received international support for their activities. In this way the RPD was able to expand regional partnerships beyond the pool of more sophisticated Romanian NGOs to reach a wide range of Romanian organizations that could support the development of democracy in both Serbia and Romania.

3. SUMMARY OF ACHIEVEMENTS AND RESULTS

3.1 OVERVIEW OF ACHIEVEMENTS

The RPD program sought to develop an increased number of collaborative relationships between Romanian organizations and their Serbian counterparts working to build a democratic society, while at the same time increasing the capacity of the Serbian organizations to undertake activities that develop democratic processes and institutions in Serbia. ADF's RPD program made significant results in the specific areas foreseen for the program, as well as more broadly impacting positive cross-border collaboration for the development of civil society and a democratic culture in the region.

While many results were achieved in Serbia, the RPD program has also had an important impact on Romania's civil society sector. Through their cross-border work, Romanian NGOs gained more perspective and objectivity in assessing their own accomplishments in civil society development and a greater awareness regarding the evolution of democratic governance over the last decade. The work of these NGOs with their Serbian counterpart organizations required them to analyze their own successes and failures as they prepared to share the message, lessons learned, and success and failure. In addition, many of the cross-border projects had direct beneficial results for Romania, as with passage of Romania Law no. 544 on the free access to the information of public interest and Law no. 678/2001 addressing prevention and suppression of trafficking in human beings. Importantly, the RPD also offered Romanian organizations the opportunity to expand their activity and services beyond the national borders and to handle new challenges and constraints. As a result, participating organizations became more visible, better placed and more highly regarded both in the Romanian civil sector and among the South East European organizations.

Serbian NGOs and leaders also gained new and unexpected perspectives about Romania and Romania's civil society progress (and retreats) in the past decade. The RPD increased the ability of an important part of the Serbian civil society to adjust its aims, objectives, and activities to the real and urgent needs of the Serbian society. The program also accelerated the clarification of priorities by major organizations within the Serbian NGO sector and their present and future role in democratic development. The Serbian organizations involved in the RPD benefited both from the ADF expertise and from the experience and lessons learned of the Romanian partner

organizations, which offered working patterns and formulae whose validity had already been tested.

The activities carried out through cooperative programs between Romanian and Serbian organizations generated a wide variety of initiatives covering almost every aspect of the democratization process and promoting fresh, creative approaches. Noteworthy achievements over the 15-month period of ADF's RPD program include the following:

- ✓ Twenty-one programs were implemented by seventeen Romanian organizations with twenty-six Serbian counterparts. These programs directly impacted seven communities in Romania and fifteen communities in Serbia and involved the participation of 181 public administration officials from both countries. Participants in events funded under the RPD numbered 1,443.
- ✓ The program produced 42 formal partnerships, 30 workshops, 23 training courses, 11 training packages, 15 policy papers and other reports, 2 NGO Resource Centers, 3 educational video tapes, 10 educational CDs, 20 websites, 12 databases, seven posters, 3 conferences, 6 leaflets, 10 brochures, and 8 newsletters. It generated 82 articles in the print media, 57 radio programs, and 26 television programs.
- ✓ Serbian civil society was able to more effectively participate in Serbian voter education, mobilization, and election monitoring, with technical assistance from a Romanian partner. The organizations are now expanding their collaboration to touch upon broader issues of civic education in Serbia. Local, national and regional public forums designed to develop dialogue on key issues among citizens as well as with government officials were organized.
- ✓ Serbian and Romanian NGOs joined together on a number of topics of regional importance, including the status and integration of minority populations, economic and social development in regions along the border, the issue of regional trafficking in human beings, and citizen input on DKMT policies. Advocacy for revised legislation and policies on these issues has been undertaken, with some success seen already.
- ✓ Civil society linkages to local governments were established in order to encourage responsive democratic governance and accountability. Advocacy programs to influence government and regional decision-makers, as well as projects that involved government officials as partners, also contributed to these goals.
- ✓ Young political leaders from Serbia and Romania participated in non-partisan regional education and exchange programs. Through these programs they gained skills in communication, negotiation, coalition building, and strategy development. They developed a set of standards for effective political activity and developed interpersonal relationships and networks that will be used in the years ahead.
- ✓ A new NGO resource center is being formed in the Timok region of Serbia. The RPD program also supported the strengthening of technical and organizational skills in a network of NGO Resources of the Serbian NGO Center for Research of the Nonprofit Sector. Also, a regional on-line NGO support service, *Democracy On-Line*, provides information and civic linkages not only for larger NGOs and institutions but also for (and

about) smaller initiatives, associations, and small or medium sized enterprises interested in or involved in developing cross-border activities.

- ✓ The RPD program also fostered the regional exchange, cooperation, and networking that would support journalists, journalist associations, and the independent media to improve their professional skills and enhance the importance of their role as a forum for the promotion of democratic values. Moreover, the RPD encouraged the development of regional networks between academic communities, think tanks, and research organizations addressing the development of democratic processes and institutions, as well as citizen participation.
- ✓ ADF introduced to Romania an effective new approach to strengthening the capacity of civil society organizations, which combined a small degree of training workshops with a high degree of in-house technical assistance consulting sessions. This combined approach, used by ADF in all its programs, proved highly successful.
- ✓ Organizations involved in the RPD program significantly increased their technical and grant management skills. ADF's technical assistance, and that provided by the CED under subgrants, shows deep and long lasting effects on the development of all the organizations that initiated and carried out cross-border partnerships within the RPD framework.
- ✓ At least one Romanian NGO participating in the program, the CED, is likely to qualify for direct USAID funding as a result of capacity building under the RPD program.

3.2 RESULT 1: ESTABLISHMENT OF LINKAGES

Result #1: Establishment of at least five (5) civil society linkages to encourage responsive democratic governance and accountability.

Indicator: Agreements of collaboration between Romanian and Serbian CSOs working for responsive democratic governance and accountability.

Target: at least 5 linkages

Achieved: Forty-two (42) linkages, as formalized in partnership agreement letters were signed between 17 Romanian organizations and 26 Serbian organizations. In addition, seven networks were formed, an additional thirteen partnership activities took place under the CED Incubator program, and many other informal linkages were created as a result of RPD activities such as the regional NGO fairs. A list of linkages and networks can be found as Attachment 3.

RPD activities contributing to the achievement of this output

Civil society linkages are defined as ongoing relationships of collaboration between NGOs. Examples of collaboration include visits, technical assistance and the exchange of information, research and ideas.

The mere existence of the Regional Partnership for Democracy program, and especially the possibility of subgrants under this program, served as a stimulus for increased cross-border collaboration and the strengthening of linkages between Romanian organizations working on

democratic issues and their counterparts. The RPD program drew attention to the possibility and advantages of cross-border collaboration, as did media coverage of projects that were implemented under the program.

In addition, ADF undertook actions with the Euroregional Center for Democracy (CED), its strategic partner in the RPD program, to promote linkages between Romanian organizations and Serbian groups. Subgrants for the NGO Fairs, the Incubator project, and the *Democracy On-line* project all contributed to increased contact and possibilities for regional linkages that encourage responsive democratic governance and accountability. Special attention was paid to the linking of smaller, community-based organizations that do not usually receive outside support.

Finally, a great many of the programs implemented under the RPD program included the use of the Internet for establishing and maintaining linkages, networks, and collaboration. The websites and electronic discussion groups created under these programs will continue to expand the number of linkages between organizations in the region, and linkages with civil society groups throughout the world.

Illustrative examples of achievement

The following project summaries serve as illustrative examples of the linkages established under the project to encourage responsive democratic governance and accountability.

Under the **Pro Democracy Association (APD)** project, *Together for Democracy*, APD strengthened its collaboration with the Serbian group Otpor! and increased this organization's capacity to effectively monitor electoral processes in Serbia. Representatives of Otpor! came to Romania to observe APD's role and activities in Romanian electoral processes during the November 2000 elections. APD provided technical assistance on concrete techniques and strategies for communicating with elections officials in establishing a role for civil society monitoring of electoral processes. They transferred practical know-how and techniques for observing electoral processes. APD representatives went to Serbia to support Otpor! in applying new approaches and skills in the Serbian elections in December 2000. This project resulted in a significant increase in the degree and professionalism of civil society monitoring of electoral processes. In addition, Otpor! has identified an expanded role in civic education with APD technical support. The two organizations have identified opportunities for future common projects and enlarged the scope of future collaboration (from electoral processes to accountability of elected officials and institutional development). Finally, as the first subgrant awarded under the RPD program, the "Together for Democracy" program raised awareness and stimulated interest in programs promoting partnership of Romanian and Serbian NGOs.

The **Euroregional Center for Democracy's Regional NGO Fairs**, held in 2000 and 2001, provided an opportunity for hundreds of Romanian and Serbian NGOs to meet and network, along with NGO representatives from other bordering countries, local officials, and donor representatives. Media coverage of NGO cross-border activities increased significantly during the NGO Fairs, further serving to increase NGO interest in collaboration. Under the CED's **Romanian-Serbian Program Incubator for Cross-Border Civil Society Activities** program, thirteen joint Romanian-Serbian project activities (seminars, training sessions, advocacy campaigns, meetings, summer camps, conferences, sessions and summer schools) were developed. In addition, the Incubator project built the capacity of a core group of managers in 10 partner organizations from Serbia and Romania. Their improved skills

included coordination, team building, partnership building, and public relations and media coverage together with advocacy campaigns. The project also stimulated coordination with public authority officials in implementing the projects and in gaining support. An example is the District 0230 from Kikinda project, which informed and involved city representatives in the Micro Business Incubator project. Local authorities also participated in advocacy campaigns on issues as diverse as raising public awareness about human rights and minorities, community and economic development, youth initiatives and gender issues.

Under the RPD grant to **Transparency International Romania (ART) *Accountability through Transparency: Promoting Access to Information in the FRY and Romania***, NGO coalitions were formed and public information campaigns were launched on the rights and procedures of access to public information in Romania and Serbia. Signature of a Memorandum of Understanding initiated a formal regional network of twelve organizations promoting transparency in public institutions and enabled it with a regional strategy. A policy paper was issued with recommendations for legal and procedural changes for each country. Working together, Serbian and Romanian civil society experts developed a draft law, which later was passed in Romania as Law no. 544/2001 on the free access to the information of public interest. An expert group made up of representatives of Romanian and Serbian independent organizations is currently working on a law regarding the free access to information. The Serbian Ministry of Public Information has expressed its willingness to contribute to the final form of the law and to promote it.

3.3 RESULT 2: NGO RESOURCE CENTER IN SERBIA

Result #2: Establish NGO resource center in Serbia to foster information exchange and increase services to NGOs

Indicator: Existence of additional NGO resource center(s) in Serbia that provides services to NGOs that strengthen their institutional capacity and increase their role in civil society development.

Target: One resource center

Achieved: Preparatory phase for the opening of one new NGO resource center in the Timok region of Serbia, including the contribution of a facility by the City Council of Zajecar. Training and institutional development of a group of NGO Resource Centers managed by the Serbian NGO Center for Research of the Non-Profit Sector. Development of seven NGO information centers interconnected and related to a regional Internet based NGO resource site created by the Euroregional Center for Democracy (CED).

RPD activities contributing to the achievement of this output

An NGO Resource Center is defined as an institution providing services to NGOs. Services include facilitating access to and exchange of information and/or training and technical assistance for increased capacity and/or logistical support.

The primary activity conducted under the RPD that contributed to achievement of this result was the subgrant program and the solicitation of projects having this orientation. In addition, ADF worked with the CED to identify other means of providing support to NGOs throughout the region.

Achievements

The following achievements contributed to accomplishing this intended result:

The **Agency for Information and Development of Nongovernmental Organizations (AID-ONG)** collaborated with the Timok Club in Serbia in ***Creating a Resource Center for Serbian NGOs in the Timok Region of Serbia***. Although the timeframe and funding for the project did not allow for the final opening of the Center, significant preparatory work was completed and local NGOs, the mayor and significant members of the community attended a dedication ceremony held. AID-ONG provided technical expertise for the joint project, while the Timok Club helped organize a coalition of Serbian NGOs working in various sectors in the region as implementing partners for the planning and development of the local NGO Resource Center. Fourteen local NGOs came together to form the Organizing Committee for the Center. This Committee conducted an assessment and inventory of potential clients for the Center, including their interest, and their needs. Members of the Organizing Committee were trained in strategic planning, coalition building and proposal writing. Additional technical assistance was provided for the development of a strategic plan for the establishment of the Center, and a draft application for funding was prepared. As a result of local efforts, the Zajecar city hall in Timok has contributed a facility that will house the local NGO Resource Center, and efforts are now underway to identify funding for the basic infrastructure and operations.

The strengthening of Serbian NGO Resource Centers was also a secondary result of the **Carpathian Foundation's Nongovernmental Partnership in Countries with Difficult Transition** project. Although the project focused primarily on developing wide-scale cooperation between Romanian and Serbian organizations working to develop civil society and private-public cooperation, the *Nongovernmental Partnership* project also succeeded in strengthening the capacity of the Carpathian Foundation's Serbian partner, the Center for Research and Development of the Nonprofit Sector (CRNPS). Specifically, a training of trainers program was provided to members of the CRNPS' network of NGO Resource Centers in Serbia. This training of trainers developed support to Serbian NGOs in two ways. First, NGO trainers at the Centers expanded their training and facilitation skills through new methodologies. Second, the services that were provided by these Resource Centers were expanded to include technical assistance for the development of partnerships between public institutions and NGOs, and to assist Serbian NGOs to more effectively deal with authorities within their respective communities.

Under the RPD grant to the **Euroregional Center for Democracy** for the ***Democracy on Line: Regional Information Resource & Exchange Services for Romanian-Serbian Initiatives*** project, Serbian and Romanian NGO leaders and members were trained in using 'Democracy-on Line' through a regional workshop/conference and through on-site presentation sessions held in Novisad, Zrenjanin, Kikinda, Beograd and Nis. Democracy On-Line (DOL) provides a multitude of services that support the work of local NGOs and associations. The DOL program includes information about regional programs and events information about NGOs, funders, training possibilities, internships, and funding opportunities. In addition, the program provides an online calendar containing regional activities, technical support, web hosting for NGOs/institutions, and a monthly newsletter identifying funding opportunities, and regional projects. A plan for the development of

sustainability for DOL based on regular subscriptions and fees for service has been developed.

3.4 RESULT 3: EXCHANGE PROGRAMS FOR YOUNG POLITICAL LEADERS

Result #3: Organize exchange programs for young political leaders in the region

Indicator: Number of exchange programs for young political leaders in Romania, Serbia and possibly other countries in the Balkans.

Target: One exchange program

Achieved: Two exchange programs for young political leaders organized.

RPD activities contributing to achievement of this output

Exchange programs are programs/events that bring together people from different countries together in a program relevant to their political role or on specific issues of relevance. Young political leaders are members of political parties that are 35 years of age or younger.

The primary activities conducted under the RPD that contributed to the achievement of this result were the subgrant program and the solicitation of projects with this orientation. ADF provided technical assistance to interested partners for the purpose of developing, managing, and sustaining effective programs.

Achievements

The following achievements contributed to surpassing the level of result in this category:

The **Foundation for Pluralism's (FFP)** project entitled: *The School for Young Serb and Romanian Political Leaders*, was the first training program for a mixed Serbian and Romanian group of young political activists. The seven-month training and exchange program was offered to Serb and Romanian members of national party leadership or leaders of youth party branches, aged 18-35. Based on the experience of the Foundation for Pluralism in other cross-border projects, the program exposed twelve Serbian and twelve Romanian participants to a non-partisan regional interactive learning experience. Lectures were given on common interest issues which included: internal and external communications, building effective group coalitions, negotiation, mediation, decision-making, strategic planning, political stability in the region, economic reform during the transition period, anti-corruption, and public policy development. At the end of the program the 24 young political leaders developed a set of common standards to be used in developing ethical and effective political activity. These young leaders now form an informal network to promote effective and ethical politics in the region.

Under *The Challenges of the Regional Stability in the Balkans* project conducted by **Leaders Romania**, forty young leaders from political parties and NGOs in Romania and Serbia increased their knowledge of the purpose, directions, and substance of Regional Stability efforts. A regional network was established that encourages exchange and cooperation in the political field. A working team was established that would continue to promote and initiate cooperative activities between the Serbian and Romanian partner organizations. The 'Leaders Forum 2001', organized in November 2001, was a step toward sustaining regional cooperation.

3.5 RESULT 4A: REGIONAL NETWORKS – ECONOMICS, SOCIETY, CULTURE

Result #4a: Establish regional network for exchange and cooperation in fields of economics, society and culture

Indicator: Existence of a regional network that encourages regional exchange and cooperation in economic, social, or cultural fields.

Target: At least one network

Achieved: Five (5) networks for exchange and cooperation in the fields of economics, society, and culture were established. See Attachment 3 for a list of these networks.

RPD activities contributing to the achievement of this output

A network is defined as a group of organizations or individuals with common interests, a defined membership, and established means of communication among and between members.

While the subgrants component of the RPD was the most significant activity contributing to the achievement of this result, ADF's work with CED to foster partnerships and increase awareness of the advantages of networking and cooperation also made a contribution. In addition, ADF provided ongoing technical assistance to the partners in developing effective programs, incorporating mechanisms for regular communication, and monitoring program implementation and effectiveness, as well as planning for sustainability of the network following the end of RPD funding.

Illustrative examples of achievement

The RPD had significant quantitative and qualitative success in creating networks between Romanian and Serbian nongovernmental entities. The following subgrant summaries provide illustrative examples of achievements in this field.

The **Private Entrepreneurs Confederation in Timis County's *Partner*** project focused on establishing a formal framework of cooperation between business organizations and leaders from Romania and Serbia, especially those in the Banat sub-region of Romania, Serbia, and Hungary. Through a series of meetings held in Romania and Serbia with businessmen, bankers, and policy makers, stakeholders examined various legal and technical means to improve the business climate and establish new and needed laws in Serbia that would provide a positive legal and tax environment for business development and entrepreneurship. . In addition to building contacts and increasing cross-border understanding and mutual support, these meetings enabled participants to develop joint plans that will lead to increased business relations and partnerships. A website was established and a discussion list launched to facilitate continued communication and dialogue within the network and to provide support for a national campaign to influence Parliament to legislate on behalf of small business development.

A network of 39 NGOs working on issues of interest to the Roma populations in Serbia and Romania grew out of an initial collaboration between three NGOs under the **ECHOSOC Foundation's** project, ***To Solve our Problems Together***. This network has identified short- and medium-term goals and prepared an advocacy strategy to improve the status of the Roma population in the region. A regional workshop combining representatives of NGOs with local and central government authorities from both countries served to strengthen the

coalition while, at the same time, raising the awareness of government officials to the problems and issues of the Roma. Members of the network maintain contact and collaboration in implementing the joint strategy through internet communications and an on-line discussion group.

The *A New Common Future: Information Meeting for a Fair Status of Women from FRY and Romania* subgrant to the **Women's Association of Romania (WAR)** established linkages among eight (8) women's organization from Romania and seven (7) from Serbia. These organizations issued a joint action plan to provide increased opportunities for Romanian and Serbian organizations to exchange information and best practices in the future. A regional network of women's organizations was formalized through signature of a written agreement for further partnership, and efforts are being made to extend the network. Communication is maintained electronically.

3.6 RESULT 4B: REGIONAL NETWORKS – ACADEMICS, JOURNALISTS, YOUTH

Result #4b: Establish network among academics, journalists and youth movements

Indicator: Existence of regional networks that encourage regional exchange and cooperation among academic communities or in support of journalists and youth movements.

Target: At least one network

Achieved: Three networks: one network of academics, one network of journalists, one youth network

RPD activities contributing to the achievement of this output

A network is defined as a group of organizations or individuals with common interests, a defined membership, and established means of communication among and between members.

While the subgrants component of the RPD was the most significant activity contributing to the achievement of this result, ADF's work with CED to foster partnerships and increase awareness of the advantages of networking and cooperation also made a contribution. In addition, ADF provided ongoing technical assistance to the partners in developing effective programs, incorporating mechanisms for regular communication, and monitoring program implementation and effectiveness, as well as planning for sustainability of the network following the end of RPD funding.

Achievements

The RPD fostered the development of media and journalist networks through support for the *Probitas 2000* training program, proposed and implemented by the **West Foundation for Regional and Euroregional Journalism (FVJ)**. The purpose of *Probitas 2000* was to foster formal and informal regional exchange, cooperation, and networking in support of journalists, journalist associations, and the independent media. In turn this exchange and cooperation would enable media professionals to improve their professional skills and increase the role of the media in serving as a forum for the promotion of democratic values through enhancing the professional and technical skills of young journalists. Thirty Romanian and Serbian journalists participated in joint training. The *Probitas* project succeeded in creating the framework for a sustainable regional journalist network. Serbian participants in the program

are establishing a new non-governmental entity that will serve to facilitate inter-media collaboration and will work with the West Foundation for Probitas 2002 – to be funded by the CED.

An academic network was created under **The Third Europe Foundation's *The Citizen Observatory for DKMT Regional Policies and Practices*** project. The *Citizen Observatory* program brought together a diverse group of Romanian, Serbian and Hungarian experts and professionals to discuss and identify ways of increasing citizen participation in DKMT policy development for the Euroregion. This group planned and implemented a broad based citizen awareness and public information campaign in the DKMT regions of Hungary, Serbia and Romania to educate the general public on related issues. A policy paper was issued and circulated to regional governments and citizens groups containing concrete recommendations for increasing the policy, operations and effectiveness of cross-border cooperation between Romania, Serbia and Hungary within the DKMT Euroregion.

The **Concept Foundation's *Act Together/Act for Democracy*** project resulted in the formation of a regional network of youth, NGOs, government officials, and artists that supports regional exchange and cooperation in the social and cultural fields. The *Act Together/Act for Democracy* initiative was designed to foster the collaboration of youth groups in Romania and Serbia to stimulate youth participation in cultural and civic processes and to expand democracy building processes among Serbia's younger citizens. Capitalizing on the excellent educational potential of the theater, *Act Together/Act for Democracy* brought together more than 200 young Serbians and Romanians along with professional artists of the stage. Through acting they shared common experiences and developed a common set of democratic approaches to deal with conflict situations. The project focused on increasing the multiethnic and multicultural involvement of different minorities (such as: Roma, Hungarians, Tatars, Russian Lipovans, etc.) from both countries and encouraged the development of programs stressing the universal democratic values of tolerance and diversity. Two working teams were created and the network has now gained the support of the Serbian Ministry of Education regarding the use of dramatic techniques in education.

3.7 OTHER RESULTS CONTRIBUTING TO PROJECT IMPACT

Result: Increased capacity within participating NGOs to design, implement and manage partnership programs contributing to increased democratic governance and government accountability. Increased capacity to solicit, manage, and account for donor funding.

RPD activities contributing to achievement of this output

ADF sought to respond to the needs of the implementing partners collectively and on a case-by-case basis as they addressed obstacles associated with planning and implementing an international project. As noted in section 4.3 of this report, ADF provided technical assistance to strengthen the capacity of Romanian NGOs and their Serbian partners to design and manage effective programs that contribute to increased democratic governance and accountability in their countries. Significant technical assistance was also provided to strengthen the capacity of NGOs receiving subgrants to manage and account for donor funding, as well as to be able to solicit and receive additional funding from a wide variety of

sources. Technical assistance was provided by ADF staff and through subgrants to the Euroregional Center for Democracy.

Achievements

In the Euroregional Center for Democracy's program *Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy Programs*, Romanian and Serbian NGOs improved their management of public and private funds through the establishment of higher legal and financial accountability standards and practices for Romanian and Serbian NGOs operating under the RPD program.

All subgrantees developed the capacity to meet USAID grant management requirements. Several made substantial progress toward meeting USAID registration requirements and the United States IRS Foreign Public Charity Equivalency standards for receiving foundation grants. The Euroregional Center for Democracy is expected to qualify for direct USAID funding of its activities.

4. PROGRAM IMPLEMENTATION

ADF's implementation of the Regional Partnership for Democracy program took place rapidly and effectively within critical time constraints and a complicated political situation on the ground in Serbia. The RPD program was highly successful in building the capacity of Romanian NGOs to identify, engage and encourage their Serbian counterparts and partners and create linkages with them for the strengthening of democracy in Serbia, as well as for joint work on cross-border and regional issues affecting both countries. In addition, the program prepared a number of the RPD grantees in Romania to independently meet USAID eligibility in the future – especially in the areas of USAID financial reporting – and strengthened the capacity of Romanian organizations to work regionally.

Implementation of each major component of the project is described below. Issues related to implementation, and how these were resolved, are described in section 4.5.

4.1 PROGRAM START-UP

Program start-up involved three main activities: staffing, establishment of the office, and the establishment of internal operations and procedures. ADF completed all these tasks within the first two months of implementation as follows:

Staffing

Key personnel were hired within the first 30 days of program start-up, in accordance with the workplan. Mihaela Lambru was hired as Deputy Director in September 2000 upon the signing of the agreement with USAID. Thomas McClure, ADF's Regional Training Director for Central and Eastern Europe, was transferred to Romania on October 9, 2000 as Chief of Party and Project Director of the RPD program. ADF hired Diana Ionescu as the program's Finance and Grants Manager and Oana Zabava as the Program Assistant during October 2000.

Office Establishment

An office was established at Strada Constantin Daniel no. 3, Sector 1, Bucharest, 71121. Competitive bids for furnishings and equipment were solicited and reviewed. The required equipment (furniture, computers, phone sets, printer-copier, fax, modem) and Internet services were obtained and purchased. RomTelecom installed a telephone system, which includes two international lines, after considerable delay. Internet and e-mail communications services were obtained from Kappa, a Romanian ISP service provider. This service proved reliable, and ADF was thus able to expedite communications related to the program.

Establishment of Internal Operating Procedures and Financial Control Systems

Internal operating procedures and financial control systems, including subgrant management procedures were established. An internal operations manual for the ADF/Romania office was developed and introduced to the new staff. Job descriptions were developed and approved, and employment contracts signed.

The financial management systems and procedures of ADF/USA were adapted to meet local program needs and requirements. A monthly financial and program reporting system was established for communication with ADF headquarters. A separate bank account was opened at ABN AMRO Bank, Bucharest.

4.2 SUBGRANTS TO ROMANIAN NGOS

Through a competitive grant making process, ADF identified committed Romanian organizations and provided these organizations with financial and technical support to design programs, access outside technical and financial resources, develop monitoring and evaluation mechanisms, and managing and accounting for subgrant funds.

The RPD Program team developed a comprehensive set of procedures for awarding and managing subgrants to Romanians NGOs as outlined in the following sections.

4.2.1 DEVELOPMENT OF SUBGRANT PROCEDURES

Subgrant review, selection criteria and management procedures were developed, submitted to USAID, and approved. Romanian NGOs first submitted concept papers, which were reviewed by ADF, based on program selection criteria and institutional assessments of the organizations. Once a concept paper was approved, the applicant was invited to submit a full proposal to the RPD Project Review Team. Applicants had an opportunity to consult with the ADF team as needed to address questions related to program design, program planning, and problems with proposal writing. Both ADF and USAID reviewed the final proposal in the context of a joint Technical Evaluation Committee (TEC) composed of representatives from USAID, the U.S. Embassy and ADF. Prior to the signing of sub agreements, the recipients were informed about USAID standard grant provisions, and particularly about the definition of allowable and non-allowable costs. Details of policies and procedures associated with USAID/ADF funding, monitoring and reporting were also explained to each potential recipient prior to the signing of a grant agreement.

ADF provided Romanian NGOs with technical support throughout the subgrant application process. A 'Guidelines Package' was prepared to assist grantees from the pre-grant phase to grant closeout. This material supplemented ADF's technical support services and grants

management technical assistance to prospective grantees and to subgrantees. In order to address difficulties related to program implementation, monitoring and reporting, two instruments were created for systematizing ADF monitoring: 1) a format for ADF monitoring reports and, 2) a calendar of events and major activities of RPD grantees (published on the CED web site to facilitate monitoring and reporting). The ADF team also developed and provided the following instruments to Romanian and Serbian NGOs to facilitate their grants management: a) standard formats for evaluation/statements on contribution, and b) guidelines for developing final reports.

Subgrantees were provided information on USAID rules and policies regarding allowable and non-allowable expenditures and ADF's policies and procedures for grant monitoring and program reporting. This information included how to use approved formats for cash requests and reporting and how to complete and submit them according to a schedule. Discussions were held to clarify travel documentation requirements and records and how to utilize standardized documents and travel procedure on such matters as allowable rates for accommodations and per diem. Additional grantee financial management procedures were put into place in order to ensure accountability and effectiveness of financial operations by Serbia partners under the RPD program. Legal and tax issues regarding the employment and payment of staff and consultants were also covered in these discussions. Statements on personnel recruitment and hiring and promotion policies were requested from grantees prior to the submission of their respective proposals to TEC. Where such personnel policies did not exist, ADF assisted the organization to create them.

In addition, procedures were put into place to ensure the effectiveness of financial management and cash control operations in Serbia associated with the RPD program. Special attention was given to the establishment of banking procedures and the need to comply with Romanian legislation and fiscal regulations for the payment of project sponsored staff and consultants.

4.2.2 DISSEMINATION OF INFORMATION CONCERNING THE SUBGRANT PROGRAM

In order to ensure that a broad spectrum of civil society groups would have the opportunity to participate in and benefit from the program, ADF used a variety of means to publicize the program. A general public announcement of the RPD start-up was made on November 16, 2000 via an initial communication with the group of 15 Romanian NGOs that had been identified in ADF's proposal as potential partners for implementing the RPD. This announcement included information on eligibility, the format of concept papers, priority areas for RPD funding, and grants selection criteria. Information about the program and eligibility requirements was further disseminated through the "Voluntar" newsletter, on November 20, 2000 and through the "Grants Guide" magazine in December 2000. The Civil Society Development Foundation (CSDF) issues both of these publications.

The RPD Subgrant Program was also publicized through a donor panel session at the Euroregional Center for Democracy (CED) Regional NGO Fair on December 7-8, 2000. ADF's Director and Deputy Director provided an overview of the program, priority areas for funding, selection criteria, and details on drafting a concept paper. Twenty-eight NGOs requested and received ADF advice on competing for RPD funding during the Regional NGO Fair for Cross Border Activities, December 7-8, in Timisoara.

ADF also established a web site dedicated to the Regional Partnership for Democracy Program in the early stages of the program. The site (<http://adf.kappa.ro/contact.htm>) proved to be an excellent means for publicizing the program and establishing communications with interested organizations. The site provided an easy method for grantees to communicate with the project and make inquiries thus increasing the number of inquiries and concept papers received from Romanian NGOs. The web site provided contact numbers, staff information, a description of the RPD program, selection criteria, and guidelines for preparation of concept papers. The site also had links to the Romanian Government, ADF headquarters, United States Agency for International Development (USAID), and Serbian news organizations to provide additional information resources for users.

4.2.3. SUBGRANTS AWARDED

As noted above, ADF adopted a two-tier approach to soliciting grant proposals. First, interested NGOs submitted a short concept paper in response to RPD program objectives and grant guidelines. This paper outlined in brief the organization's proposed project and budget. The RPD Program then reviewed and approved or rejected the concept paper, and communicated the decision back to the applicant organization. Approved concept papers were then developed into full proposals to be submitted to the RPD Program.

Out of a total of 32 concept papers received, 24 proposals were developed and submitted. The RPD Technical Evaluation Committee awarded 21 subgrants to seventeen Romanian NGOs who were in turn partnering with 26 Serbian NGOs. A list of concept papers and subsequent proposals can be found in Attachment 4.

The RPD Program supported a wide range of collaborative activities carried out by Romanian organizations with their Serbian counterparts. In general these activities increased the capacity of the Serbian organizations to solve practical problems and to undertake activities contributing to strengthening democratic processes and institutions in Serbia. Some activities focused on building networks and collaboration on regional or sub-regional issues. A list of the subgrants awarded is provided below. The grants are organized according to their function in the ten core focuses of ADF's program approach. A full summary of subgrants and results achieved can be found in Attachment 5.

CIVIC EDUCATION AND DEMOCRATIC ELECTORAL PROCESSES

Project Title: Together for Democracy

Summary: Collaboration for improved monitoring of elections in Serbia and expanded civic education in Serbia.

Implementing Organization: Pro Democracy Association

Partner Organization(s): OTPOR!

RPD Grant Amount: \$11,248
Matching Contribution: \$2,855

LOCAL AND NATIONAL PUBLIC FORUMS

Project Title: Regional Forum on Trafficking
Summary: Public forum to build cross-border cooperation between Romania and Serbia and to build advocacy for eliminating the trafficking in human beings.
Implementing Organization: Center for Legal Resources (CLR)
Partner Organization(s): Center for Advanced Legal Studies (CALS), Belgrade
RPD Grant Amount: \$49,503
Matching Resources: \$15,233

LINKAGES TO LOCAL GOVERNMENTS

Project Title: Open Gates for Healthy Communities
Summary: Create an open social dialogue between local government, the private medical sector, civil society organizations, and citizens on issues related to private-public partnerships for improved health.
Implementing Organization: Sanatatea Association
Partner Organization(s): Protecta Association
RPD Grant Amount: \$12,000
Matching Contributions: \$9,443

Project Title: Regional Information Exchange Network for Private-Public Cooperation in Alcoholism and Drug Addiction Treatment and Prevention
Summary: Building private-public cooperation and advocacy in Romania and Serbia for more effective collaboration between the public and private medical sectors in the treatment and prevention of alcoholism and drug addiction
Implementing Organization: Willingway Timisoara Foundation
Partner Organization(s): Protecta Association, Nis
RPD Grant Amount: \$10,855
Matching Contributions: \$6,852

YOUNG POLITICAL LEADERS

Project Title: School for Young Serb and Romanian Political Leaders
Summary: Seven-month training and exchange program for Serb and Romanian members of national party leadership, or leaders of youth party branches, aged 18-35.
Implementing Organization: Foundation for Pluralism
Partner Organization(s): Civic Initiatives, Belgrade
RPD Grant Amount: \$44,203
Matching Contribution: \$12,968

Project Title: The Challenges of the Regional Stability Pact in the Balkans

Summary: Developing a Balkan youth network and holding a series of working sessions and roundtables focused on the issue of enhancing regional stability through cross-border links between youth leadership and political communities.

Implementing Organization: Leaders Foundation

Serbian Partner Organization(s): The Modern Society Movement

RPD Grant Amount: \$14,141

Matching Contribution: \$7,175

DEVELOPMENT OF NGO RESOURCE CENTERS

Project Title: Creating a Resource Center for Serbian NGOs in the Timok Region

Summary: Preparatory work and preliminary organization steps for the creation of an NGO Resource Center in Timok region, including the setting up a Regional NGO Organizing Committee, assessing needs, training the Organizing Committee and procurement of a facility donated by the city for the center.

Implementing Organization: Agency for Information and Development of NGOs (AID-ONG)

Partner Organization(s): Timok Club

RPD Grant Amount: \$36,368

Matching Contributions: \$7,268

PUBLIC INTEREST ADVOCACY

Project Title: To Solve our Problems Together

Summary: Network building and advocacy between Romanian and Serbian organizations focused on the issues of the Roma.

Implementing Organization: ECHOSOC Foundation

Serbian Partner Organization(s): Open University Subotica

RPD Grant Amount: \$31,650

Matching Contributions: \$16,180

Project Title: Accountability through Transparency: Promoting Access to Information in FR Yugoslavia and Romania

Summary: Build constituencies and support for increased access to governmental information in Romania and Serbia.

Implementing Organization: Transparency International Romania (ART)

Partner Organization(s): Center for Policy Studies (CPS), Belgrade

RPD Grant Amount: \$35,119

Matching Resources: \$12,933

Project Title: A New Common Future: Information Meeting for a Fair Status for Women in FRY and Romania

Summary: Establishment of linkages and development of joint action plans among women's organizations in Serbia and Romania

Implementing Organization: Women's Associations of Romania (WAR)

Serbian Partner Organization(s): Distrikt 0230 – Businesswomen's Club

RPD Grant Amount: \$7,855

Matching Contributions: \$4,845

YOUTH MOVEMENTS

Project Title: Act Together/Act for Democracy

Summary: Fostering collaboration of youth groups in Romania and Serbia through theater to stimulate youth participation in cultural and civic processes and expand tolerance and democracy building processes among Serbia's younger citizens

Implementing Organization: CONCEPT Foundation

Partner Organization(s): Center for Drama in Education and Art (CEDEUM) and Center for New Theatre and Dance (CENPI)

RPD Grant Amount: \$8,000

Matching Contributions: \$9,532

JOURNALISTS AND THE MEDIA

Project Title: Probitas 2001

Summary: A series of training sessions with young Romanian and Serbian journalists aimed at fostering formal and informal regional exchange, cooperation, and networking by journalists, journalist associations, and the independent media.

Implementing Organization: West Foundation for Regional and Euro-Regional Journalism

Serbian Partner Organization(s): Press Independent Journalists' Association of Serbia (IJAS) with: Radio 021, Radio Kragujevac, Radio Pancevo, Radio Novi Sad, University of Novi Sad, University of Beograd, and the School for Journalism Novi Sad

RPD Grant Amount: \$17,923

Matching Contribution: \$16,925

DKMT REGIONAL COOPERATION

Project Title: The Citizen Observatory for DKMT Regional Policies and Practices

Summary: Gathering of regional experts and representatives of citizens groups from three countries to conduct a detailed analysis of the effectiveness of the DKMT body in meeting regional needs and furthering cross-border cooperation. Special attention was given to identifying present and future role of citizen participation in the regional government body and in identifying regional problems, and solutions.

Implementing Organization: The Third Europe Foundation

Serbian Partner Organization(s): Center for Multiculturalism, Center for Regionalism, and Charity Association Pannonja (all of Novi Sad)

RPD Grant Amount: \$45,723

Matching Contributions: \$18,962

EXCHANGES AMONG ACADEMIC COMMUNITIES, THINK TANKS & RESEARCH ORGANIZATIONS

Project Title: Nongovernmental Partnership in Countries with Difficult Transition

Summary: Establishing contacts and collaboration between the Serbian regional network of NGO Resource Centers supported by the Center for Research of the Non-Profit Sector (CRNPS) and NGO Resource Centers networks of Romania.

Implementing Organization: Carpathian Foundation

Serbian Partner Organization(s): Center for Research and Development of the Nonprofit Sector

RPD Grant Amount: \$17,000

Matching Contributions: \$6,309

OTHER FORMS OF CROSS-BORDER NETWORKS

Project Title: Regional Orthodox Meeting and Cooperation: The Role of the Church in the Social Development of Communities

Summary: Series of working sessions related to Church & Society issues including the role of the churches in addressing the increasing social problems associated with the transition period in Romania and Serbia

Implementing Organization: Ecumenical Association of Churches in Romania, in cooperation with the Serbian Bishopric in Romania

Serbian Partner Organization(s): Romanian Bishopric in Serbia

RPD Grant Amount: \$15,000

Matching Contributions: \$8,815

Project Title: Partner

Summary: Establishing a cross-border network of small businessmen, entrepreneurs, bankers, and financial authorities to build regional cooperation between enterprises and promote economic and democratic development in the Banat Euroregion and Serbia.

Implementing Organization: Private Entrepreneurs Confederation in Timis County (CIPT)

Serbian Partner Organization(s): Association of Private Small and Medium Enterprises and Entrepreneurs

RPD Grant Amount: \$14,435

Matching Contributions: \$5,167

SUBGRANTS TO THE CED TO EXPAND AND STRENGTHEN CROSS-BORDER COLLABORATION

Close cooperation and collaboration with the Euroregional Center for Democracy (CED) in Timisoara, Romania has been a central part of the RPD program, as CED is influential in democracy support and NGO training activities in the region. CED received five RPD subgrants, as follows:

Project Title: Regional Cross-Border NGO Fair

Summary: Bringing together Romanian and Serbian organizations working on cross-border programs and offer them the opportunity to present their activities while networking for future projects in the region.

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$15,000

Matching Contributions: \$18,331

Project Title: Democracy On-Line - Regional Information Resource & Exchange Services for Romanian – Serbian Initiatives

Summary: Establishment of an Internet resource center and a cross-border NGO information exchange for Romanian and Serbian organizations to further regional networking, communication and support for democracy initiatives. In addition, the subgrant included funding for the second CED Cross-border Fair and Networking event.

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$74,450

Matching Contributions: \$65,200

Project Title: Romanian-Serbian Program Incubator for Cross-Border Civil Society Activities

Summary: Linking and assisting Romanian and Serbian organizations serving minorities, small communities (through community based organizations), and enterprise development organizations with mutual interests and purpose to implement joint activities.

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$73,990

Matching Contribution: \$89,620

Project Title: Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy Programs

Summary: Provision of information, training and technical support for the strengthening of NGO capacity to effectively manage private and public funds.

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$20,170

Matching Contributions: \$13,500

Project Title: Conference on Sustainability

Summary: Working session to examine and plan for sustainability of cross-border activities and partnerships supported under the RPD

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$9,800

Matching Contributions: \$7,100

4.3 TRAINING AND TECHNICAL ASSISTANCE TO NGOS

In addition to financial support for NGO programming, ADF also provided training and technical assistance to the NGOs participating in the RPD program. ADF's standard approach to capacity building uses a combination of training workshops (or working sessions) that bring several NGOs together and address common needs with in-house technical assistance and consulting services that assist specific NGOs in applying new skills or resolving issues specific to their organization. This combined approach proved to be a new experience for the Romanian NGOs participating in the RPD program, and was highly effective and appreciated.

Many of the organizations participating in RPD found it necessary to develop new organizational and management techniques, new internal procedures, new policies, and improved financial management systems and practices to work internationally under USAID funding. In fact, many of the organizations involved with the RPD went through a process of redefining their institutional identity, their working methods, and the way they developed new strategies for the future.

ADF training and technical assistance strengthened the **management and institutional development capacities** of Romanian and Serbian NGOs. One of the most important innovations coming from the RPD was the emphasis on results-oriented management. This approach allowed subgrant recipients to approach implementation strategies from a proactive rather than reactive perspective and to focus their efforts on deliverables and impact. In addition, recipients were appreciative of the RPD's direct, transparent, and non-bureaucratic financial procedures, based on monthly installments which provided them with more rapid reimbursements and greater financial flexibility, all accompanied by better efficiency and control. Finally, ADF strongly emphasized the importance of developing sustainability plans. ADF required all subgrant recipients to develop sustainability strategies even during the project development stages to ensure and encouraged the continuation of partnerships, projects and networks established through the RPD

ADF technical assistance also strengthened the **program capacities** of Romanian and Serbian NGOs participating in the program. In addition to building their capacity to better plan, promote, and manage partnership projects, many organizations had the opportunity to expand their activity area beyond the national borders for the first time and to meet new challenges and constraints. Internationalization of the Romanian NGO operations occurred simultaneously with their expansion into new areas of work, new transfers of knowledge, new working techniques, and responding to new groups of beneficiaries. As a result of these changes and challenges, the recipient Romanian organizations became more visible and positioned both in the Romanian civil sector and among the Southeast European organizations.

The RPD impact on the Serbian partner organizations was also significant. The program increased the ability and opportunity for an important part of the Serbian civil society to adjust its aims, objectives, and activities to the real and urgent needs facing Serbian society. It also helped accelerate the clarification of priorities of the Serbian NGO sector and its role in democratic development. The Serbian organizations involved in the RPD benefited both from the ADF expertise and from the experience of the Romanian partner organizations, which

offered working patterns and formulae whose validity had already been tested. Serbian partner organizations were held to the same fiscal management standards as the Romanian partners, and benefited from technical assistance and training resources. This resulted in an overall improvement in performance. As a result of the early field and funding initiatives of the Romania RPD, many participating Serbian organizations were better prepared to compete and qualify for the substantial government and private funds arriving in Serbia in late 2001.

4.3.1 TRAINING AND WORKING SESSIONS

Working Session on Project Planning, Proposal Writing and Financial Management

Two-day working sessions were designed and held in Bucharest and Timisoara to improve the quality of proposals submitted to the program and to improve grantees' skills in financial management. Training materials for the Project Planning and Proposal Writing working session were prepared by the Opportunity Associates Romania (OAR) and were designed to meet ADF specifications. The materials included an appropriate training module, handouts, and evaluation approaches. The working sessions addressed proposal writing and project planning as well as financial management and accountability requirements under the RPD program. OAR provided the services of two full-time trainers to conduct the Bucharest workshop. ADF staff was trained to conduct the session in Timisoara.

The target group consisted of applicant NGOs from two geographical areas. Thirteen (13) Romanian NGOs attended the first working session, held in Bucharest from January 19-20. Five NGOs attended the second working session, conducted by ADF technical staff and hosted by the Euroregional Center for Democracy in Timisoara from January 26-27. A list of participants in these working sessions can be found in Attachment 6.

Working Session on Financial Accountability

In order to ensure that applicants and subgrantees could successfully comply with USAID-ADF procedures and requirements, ADF designed a standard package of formats and guidelines for the use by its implementing partners in all programming phases. These materials served as a reference for subgrantees and supported the learning process for the Romanian and Serbian implementing organizations that wanted to increase their knowledge and skills area. In addition, ADF sponsored two-day working sessions on financial accountability in Bucharest and Timisoara to increase the financial management capacity of subgrant recipients.

The goal of the Financial Accountability working sessions was to ensure that subgrantees had the needed information, skills and guidance for operating regional or cross-border programs in compliance with the regulations of USAID and the Government of Romania. ADF provided a grant to CED to organize and conduct a training and technical assistance program on NGO financial accountability and management. CED contracted the training portion of the program to Opportunity Associates - Romania (OAR). CED provided technical expertise through its own internal staff, local consultants and ADF's Finance Manager.

The 'Financial Accountability for NGOs' working session took place from April 28-29, 2001 in Bucharest and from May 11-12, 2001 in Timisoara. Workshop objectives were to:

- Increase the capacity of Romanian and Serbian NGOs to more effectively manage private and public funds and to provide adequate financial and program documentation and reports;
- Ensure that the NGOs participating in the RPD develop and/or maintain high legal and financial accountability standards in RPD operations, and know how to comply with appropriate USAID, Government of Romania and Government of Serbia fiscal and banking requirements;
- Provide perspectives on the principles of full cost accounting, and how adoption of these principles can contribute to their organizational development;
- Increase the readiness of Romanian organizations to register with USAID and to meet United States IRS Foreign Public Charity Equivalency Standards for receiving foundation grants; and
- Provide a comprehensive and transparent source of information about the RPD and its results to meet the needs for program evaluation and reporting to USAID, Romanian and Serbian partners, and potential public and private donors.

Twenty-six financial managers/project accountants attended the workshops. All participants had the opportunity to clarify issues related to the financial management of the international project, including foreign currency payments, the structure of the budgets, tax and personnel issues, external payments, and ways to create effective financial relations and monitoring arrangements with Serbian partner organizations.

The CED Conference on Sustainability

The final working session provided under the RPD program was a conference focused on sustaining the partnerships and projects that were initiated by the RPD. Fifty (50) representatives of NGOs from Serbia and Romania, all grantees of the RPD program, attended the Conference on Sustainability. A major aim of the Conference was to promote cohesiveness of the current RPD participants, donors and partners, and to encourage and enable the RPD subgrant recipients to develop strategic plans for achieving sustainability of their projects. The conference also enabled a variety of NGOs to share information about their work and find common motivations and opportunities to construct a partnership culture.

Evaluations indicated that the participants appreciated the opportunity for networking and exchanging of 'know-how' amongst themselves. The most important accomplishments or results of the Conference were: increased interaction, networking, establishing common projects for follow up and strategies for sustaining of the RPD program after the end of USAID/ADF assistance. Participants' evaluations rated the following as most useful: personal and professional meetings, meeting the donors (USAID and ADF) and having the opportunity to learn and offer opinions about the future direction of the Regional Partnership for Democracy.

4.3.2 INDIVIDUALIZED TECHNICAL ASSISTANCE

ADF provided technical assistance to NGOs at all stages of the process, from the revising of concept papers, the designing of results-oriented programs to adopting organizational and financial management standards and procedures for the transparent and accountable

management of subgrants. All technical assistance was designed to meet specific needs identified through practical assessments of the organizations participating in the RPD program. ADF adapted and tailored technical assistance to meet general requirements of individual applicant/subgrantee needs and to meet the general environment of the RPD implementation (e.g. time constraints, access to or availability of needed resources, and obstacles related to the cross-border cooperation). The types of technical assistance included:

- A) Pre-grant discussions with leaders of organizations that were interested in the program enough to have submitted concept papers, and/or proposals;
- B) Technical assistance to first-time subgrantees under the RPD, in order to prepare them for meeting grant management requirements;
- C) Management support during the implementation and close-out period of subgrants; and
- D) Management support to the CED in the development of long-term strategies and support for cross-border activities at the end of the USAID sponsorship of the RPD program.

A) Pre-grant Support and Technical Assistance

Pre-grant technical assistance was provided to sixty-seven (67) NGOs. The geographic diversity of these organizations is summarized below.

Bucharest:	32 NGOs
Timisoara:	13 NGOs
Iasi:	3 NGOs
Cluj-Napoca:	3 NGOs
Other areas:	16 NGOs

The focus of technical assistance to organizations in this category was as follows:

- Information sharing about the RPD (description of the program, contacts);
- Clarification and development of concepts;
- Project planning and proposal writing
- Assessment and clarification of roles, responsibilities and authority within the organization and the partnership;
- Protocols for working cross-border and cross culturally;
- Facilitating contacts with Serbian counterparts or resource persons; and
- Interviews for pre-award assessment of NGO capacity.

B) Technical Assistance to New Sub-Grantees

Approximate Number of Hours: 20 person hours

Each NGO awarded a subgrant under the RPD for the first time received comprehensive technical assistance to ensure the meetings of RPD grant management requirements. Both ADF program and finance personnel provided this technical assistance.

The type of technical assistance delivered under this category includes:

- On-site visits in Serbia to assess the implementing capabilities of Romanian and Serbian

NGOs, their understanding of important elements of cross-border and cross-cultural work, and the type of support they needed;

- Information sharing about USAID rules and policies regarding allowable and non-allowable expenditures; and
- Consultations with executive directors and financial staff about ADF/USAID policies and procedures for grant monitoring and reporting, as well as other grant management issues.

C) Management Support during Implementation and Close-out of Subgrants

Approximate Number of Hours: 1700 person hours. 21 subgrants to 17 Romanian NGOs

There were two main areas of technical support to subgrant recipients during the program implementation and closeout stage: technical assistance for program implementation and management, and technical assistance for grant administration and financial management. The focus of the support provided in each of these categories is summarized below.

Program implementation and management

- Project start-up; partnership involvement
- Developing co-operation with local authorities and other stakeholders (authorities, groups with common interests, relationships with the media);
- Ensuring program visibility in mass media, press releases;
- Creating and advertising bids for training and contracted services and performing cost comparisons;
- Planning and implementing conferences and events;
- Publishing under the subgrant: the basic rules, preparing translations, the need to check and confirm facts and verify sources of information;
- Program monitoring and evaluation;
- Networking management & implementation; and
- Development of advocacy skills.

Administration and financial management

- Accounting and documentation requirements for USAID-funded programs;
- Cost assessments and budgeting of activities;
- Cash-flow projection & monitoring;
- Purchasing and Procurement;
- Contracting, terms of reference and bidding;
- Calculating and reporting matching funds;
- Program and financial reporting;
- Developing sustainability for the program and the organization;
- Identifying and accessing USAID resources;
- Project planning and proposal writing; and
- Promoting internal accountability & transparency.

ADF worked with grantees to develop an understanding about new and often complicated administrative requirements to meet USAID's accountability and financial management requirements. ADF introduced the concept of full-cost accounting from the beginning by providing technical assistance to help NGOs plan the program and create a budget. Full-cost accounting is a policy and approach that was new to many recipients since it advocates taking a comprehensive approach to assessing all the related costs of running a program, e.g. the monetary and non-monetary, direct and indirect, cash and in-kind elements of program support.

D) Technical Assistance for Sustainability of RPD Interventions

Approximate Number of Hours 100 person hours

The Euroregional Center for Democracy (CED) provided technical assistance for the monitoring and evaluation of its RPD funded programs in Romania and Serbia, which included the Democracy on Line and Cross Border Incubator programs. CED provided assistance in the areas of: more effective international program monitoring and supervision practices; planning for replication and sustainability; and donor identification and cultivation. CED also provided management and consulting assistance on financial management, tax and accounting issues.

4.4 MOBILIZATION AND DOCUMENTATION OF MATCHING RESOURCES

ADF encouraged and assisted RPD grantees and Serbian partners to develop independent sources of income. To achieve this purpose, ongoing technical assistance was provided from the start of a subgrant to help grantees identify and find support for program sustainability. ADF strongly encouraged Romanian NGOs to identify, report and document match from all sources. Although only match coming from Romanian entities was considered in the beginning of the RPD program. ADF encouraged the documentation and reporting of all both Romanian and Serbian local and internal matches to help further a sense of ownership of the project by the partners. ADF believes that increasing the capacity of NGOs to identify and report match to donors also helps increase their attractiveness for future funding and therefore, helps further sustainability for the programs.

Teaching grantees how to mobilize and document matching resources (to which we applied the full-cost accounting concept) was a strong and dynamic learning process for all ADF subgrantees and their counterpart organizations in Serbia. The RPD effort to train and help grantees to identify and analyze full costs and support for program operations made organization leaders sensitive to assessing the visible and invisible costs for program operation and the real value and support provided by volunteers and non-cash contributors. Many of the organizations now have an appropriate methodology and improved skills for doing full cost accounting as they move to sustain their programs with support from the community, government and donors.

As a result of the RPD emphasis on full cost accounting, Romanian subgrantees (including CED) and their partners identified a total of \$355,214 in matching resources. The average grantee match for an RPD program was 29 percent of the project budget. The match varied between 7 and 50 percent of the total cost, as shown in Table 1 below.

As noted in Table 1, Euroregional Center for Democracy (CED) provided an additional \$456,539 in matching resources that contributed to the desired achievements and impact of the RPD program. CED's additional programming commitments (all aligned toward accomplishing overall RPD and USAID objectives) are substantial. CED's additional match has enabled ADF to more than double the original match commitment for the overall program.

The additional CED match was generated from non-U.S. sources and comes from a variety of sources including the Open Society Network, the European Community, The Council of Europe, and other donors. Additional independently funded activities related to continuing the RPD focus on building and sustaining cross-border partnerships and collaboration that CED will implement in the upcoming year, will include:

- Research & Information on regional issues;
- Logistical Support for cross-border Romanian/Serbian initiatives;
- Program Support (related to programs with similar objectives of the RPD);
- Independent Media Development;
- Youth Initiatives grants (to Romania organizations having Serbia partners);
- Minority Forums (Serbia and eight countries) in the fields of: Education, Local Government and Religion);
- Training in Leadership, Management, Planning, Marketing, Media Management;
- Regional Training of Trainer Sessions;
- Academic Research and Linkages (between Universities and Institutions);
- “Mirrors of Democracy” (surveys on democracy in Romania and Serbia) by Youth;
- Internship programs for NGO Leaders in Program and Management areas.

Table 1. RPD Grantees Reporting Match Contribution as of October 31

No.	Name of the organization	Total Award by ADF/USAID	Match Committed	Match Provided by Romanian NGO	Match Provided by Serbian Partner	TOTAL Match	Total Match Percentage	Total ADF/USAID Grant Spent	Total Cost of project
1	Pro Democracy Association (APD)	\$12,990	\$3,210	\$2,855	\$0	\$2,855	20.24%	\$11,248	\$14,103
2	Euroregional Center for Democracy (CED) / NGO Fair	\$15,000	\$15,000	\$18,331	\$0	\$18,331	55.00%	\$15,000	\$33,331
3	Concept Foundation	\$8,000	\$8,320	\$7,982	\$1,550	\$9,532	54.37%	\$8,000	\$17,532
4	Echosoc Foundation	\$31,650	\$17,550	\$9,650	\$6,530	\$16,180	33.83%	\$31,650	\$47,830
5	Euroregional Center for Democracy (CED) / Democracy On-Line	\$74,450	\$46,300	\$46,300	\$18,900	\$65,200	46.69%	\$74,450	\$139,650
6	Euroregional Center for Democracy (CED) / Incubator	\$73,990	\$31,620	\$31,620	\$58,000	\$89,620	54.78%	\$73,990	\$163,610
7	The Agency for Information and Development of Nongovernmental Organizations (AID-ONG)	\$53,455	\$4,000	\$4,800	\$2,468	\$7,268	16.66%	\$36,368	\$43,636
8	Foundation for Pluralism (FFP)	\$44,587	\$5,072	\$10,235	\$2,732	\$12,968	22.68%	\$44,203	\$57,171
9	Transparency International Romania (ART)	\$47,466	\$13,835	\$5,904	\$7,028	\$12,933	26.91%	\$35,119	\$48,052
10	Center for Legal Resources	\$49,822	\$14,462	\$14,093	\$1,140	\$15,233	23.53%	\$49,503	\$64,736
11	Third Europe Foundation (3E)	\$45,950	\$12,350	\$16,823	\$2,139	\$18,962	29.31%	\$45,723	\$64,685
12	Euroregional Center for Democracy (CED) / Financial Accountability	\$20,170	\$12,500	\$12,500	\$1,000	\$13,500	40.10%	\$20,170	\$33,670
13	Willingway Foundation	\$10,855	\$3,584	\$6,752	\$100	\$6,852	38.70%	\$10,855	\$17,707
14	Sanatatea Association	\$12,000	\$9,135	\$9,135	\$308	\$9,443	44.04%	\$12,000	\$21,443

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No.	Name of the organization	Total Award by ADF/USAID	Match Committed	Match Provided by Romanian NGO	Match Provided by Serbian Partner	TOTAL Match	Total Match Percentage	Total ADF/USAID Grant Spent	Total Cost of project
15	Women's Association of Romania (WAR)	\$7,855	\$1,950	\$3,035	\$1,810	\$4,845	38.15%	\$7,855	\$12,700
16	Leaders Romania	\$14,185	\$5,100	\$7,175	Included in Romanian NGO reported match	\$7,175	33.66%	\$14,141	\$21,316
17	Euroregional Center for Democracy (CED) / Conference on Sustainability	\$9,800	\$6,100	\$6,100	\$1,000	\$7,100	42.01%	\$9,800	\$16,900
18	Confederation of Private Entrepreneurs in Timis County (CIPT)	\$14,435	\$5,900	\$2,127	\$3,040	\$5,167	26.36%	\$14,435	\$19,602
19	West Foundation for Regional and Euroregional Journalism (FVJ)	\$18,095	\$16,925	\$16,925	\$0	\$16,925	48.57%	\$17,923	\$34,848
20	The Ecumenical Association of Churches in Romania (AIDRom)	\$15,000	\$8,815	\$8,815	\$0	\$8,815	37.01%	\$15,000	\$23,815
21	Carpathian Foundation – Fund for the Development of the Carpathian Region (CF)	\$21,060	\$6,259	\$6,259	\$50	\$6,309	27.07%	\$17,000	\$23,309
	TOTAL	\$600,815	\$247,987	\$247,418	\$107,795	\$355,214	38.63%	\$564,433	\$919,647

CED made an additional contribution toward RPD programming goals utilizing funds from other sources. The amount of this contribution is \$456,539, in addition to the \$114,851 of match provided above.

4.5 ISSUES RELATED TO IMPLEMENTATION

A number of challenges faced during implementation of the RPD program that called for quick and appropriate reactions by both ADF and participating organizations. The program was adapted and enriched in response to these challenges.

The poor writing skills of applicants and their limited knowledge of USAID procedures and languages were challenges that became obvious in the early implementation stages. In response, ADF staff devoted considerable time to helping organizations prepare concept papers and proposals, as well as to clarifying the financial procedures and requirements of a USAID-funded project. Consequently, the ADF team needed to devote considerable time to helping organizations prepare concept papers and proposals, as well as to the clarifying the USAID financial procedures and requirements.

Another challenge was the relatively short time frame for RPD support. Initially designed as a two-year program, the RPD was approved with an implementation period of only one year. ADF needed to effectively organize all implementation phases and to expedite them to meet this limitation. A three-month no cost extension was awarded, which extended the Cooperative Agreement to fifteen months in order to allow for the orderly completion and closure subgrant activities and the RPD program. In order to fit within the overall time frame of the project, most subgrants were limited to a seven-month period. This was extremely challenging, and many of the projects turned out to be overly ambitious in light of the complexities of working across borders. To overcome this difficulty, the ADF staff encouraged implementation teams to focus on a realistic and rigorous activity planning. The utilization of results-oriented management approaches played a key role in helping subgrant recipients cope with the difficulties of planning and implementing partnership programs at an international level. ADF's requirements for weekly activity reports and monthly financial analyses did much to keep the focus on focusing efforts and monitoring results.

Time constraints grew even more critical as most RPD grantees came to realize the challenges and difficulties of managing not only their own activities and programs, as scheduled, but also overseeing the RPD program and financial activities of their Serbian partners too. The Serbian partners' lack of experience in designing and administrating international projects, together with the limited logistical and operational capacity added to the complexity of project implementation. These difficulties, however, did not impair the development of the RPD program but, quite to the contrary, seemed to make the Romanian organizations more determined to take needed management steps and act more vigorously in Serbia. Many Romanian project managers actually spent time in Serbia, working with their partner organizations while transferring procedures, techniques, and practices to their Serbian counterparts. This ongoing assistance, coupled with similar initiatives by ADF staff, reduced the initial discrepancies between the institutional cultures of the Romanian and Serbian partners and led to a final harmonization of intra- and extra-organizational standards, procedures, and policies.

The implementation of the RPD was impacted to a high degree by institutional and political environments, which defined the framework in which program and finance operations actually took place. The feedback received from the Romanian grantees and Serbian partners during their implementation periods as well as their own evaluation of the whole process,

helped ADF make a rapid inventory of issues that were hampering (or had the potential to hamper) cross-border programming between Romania and Serbia. Generally, the difficulties caused by these issues resulted in delays in implementation. These issues included, but were not limited to:

Transportation. The selection of transportation modes required a balance between concerns for cost, safety and time. The RPD grantees used the railway most frequently for cost-effectiveness reasons. Airline transportation was rarely utilized and, if so usually to facilitate the attendance of government officials and decision-makers to RPD events. The most effective travel arrangement was to rent vans, buses and cars as needed for different event from owners with valid Serbia insurance cards.

Banking: Since most banks in FRY are controlled by the state, Serbian NGOs had little interest in having their funds transferred and managed through banks. During the early days of the project, the practice of opening and using a bank account was not common in the FRY/Serbia. As a consequence, many Romanian grantees choose to handle cash and to travel across the border more than expected in order to ensure payment of salaries and other expenses incurred by the Serbian partners. Another alternative utilized by some grantees was to use banks outside the territory for funds transfers. This procedure also proved to be complicated and time consuming. The obstacles related to banking operations raised the awareness of the Serbian NGO community regarding the measures which needed to be taken to facilitate financial management, easy cash flow needed to facilitate effective grants programs and operations in Serbia / FRY.

Customs: Given the long-term practice of illegal commerce at the border between Romania and Serbia, customs officials from both countries were always suspicious of those crossing the border frequently. Much time and effort was required to satisfy customs on both sides that the cross border travel was not for trade but for program purposes. All RPD staff, grantees, evaluators and program monitors, especially those carrying computers and training equipment, lost a lot of time at the borders during the project dealing with the suspicions of customs and border police. In one instance, Serbian border authorities prohibited entry to one Romanian grantee team. The RPD later learned that this problem was a result of a non-explicit policy of the Milosevic regime, forbidding access to the persons involved as former international observers in elections. Obstacles such as the above were overcome but always resulted in untimely delays for a project with a short life span

Communications: Communication was facilitated by the use of e-mail. All RPD partners from Romania and Serbia either had access to the Internet prior to applying for RPD grants or acquired this access following receipt of the grant. The Internet played an important role in the initial phase of the project where partners were identified and selected. The project focused on helping all RPD grantees (particularly the grassroots organizations or organizations working in less developed regions such as Zajecar) obtain assistance for improving their abilities to effectively and efficiently use electronic means of communications and networking through utilization of CED's Democracy On-Line program.

Communication difficulties caused by the use of a foreign language in all documentation or correspondence: Because Romania and Serbia do not share a common language, communication between organizations in the two countries was usually in English. The use of English as the program language provided a challenge to both the RPD grantees and their

Serbian partners. Both Romanians and Serbians concerned with implementing the program became increasingly aware of the difficulty they were having expressing themselves in English during all phases of program implementation. The RPD addressed this issue by providing detailed guides for documentation by both parties and by preparing standard formats and guidelines in accordance with USAID procedures. In addition, the ADF team and consultants speaking both languages were of valuable assistance during the application, contracting, implementation, and technical assistance phases of the program including the monitoring and evaluation processes.

Differences in organizational culture: After signing the grant agreement contracts, Romanian grantees assumed the obligations provided for in the contracts, of providing weekly projections of activities and the preparation and delivery of monthly reports on the 10th of each month. Having been previously exposed to such formal practices and procedures under PHARE, USAID, Soros or other private donors' grants, the Romanian organizations were able to comply with these requirements with little effort, while the Serbian partners experienced many more difficulties in submitting timely documentation and reports required by the program.

Different attitudes towards cooperation with public authorities and institutions: Romanians showed a more relaxed and open attitude regarding the involvement of the local authorities in different stages of their projects, due to the collaborative relationship that has developed between civil society and Romanian government over the past ten years. Serbian organizations were less experienced and less committed to involving local authorities in project activities as a result of the previous dictatorship. They also were less likely to expect a positive response from government. The RPD program was able to develop precedents for increased civil society – government collaboration, as in the case of the active cooperation of local authorities in the creation of an NGO Resource Center in Zajecar, Timok region. Serbian NGO professionals considered the need for more responsive and more collaborative government as a significant need and requested a Training of Trainers program to help them begin to address relationship building with the public authorities.

4.6 STRATEGIC PARTNERSHIPS

4.6.1 STRATEGIC PARTNERSHIP WITH THE CED

ADF implemented the RPD in strategic partnership with the Euroregional Center for Democracy (CED) – Timisoara. This partnership enabled the RPD program to benefit from CED's knowledge and experience in cross-border operations while building CED's capacity to sustain important elements of the RPD at the end of the USAID Cooperative Agreement. The Euroregional Center for Democracy (CED), established in Timisoara, Romania, plays a significant role to play in promoting democracy and stability in Central and Southeastern Europe, and especially in Serbia. With its geographic location and stated mission of furthering democracy in the region, CED is well positioned to particularly make important contributions to promoting democracy in Serbia.

The ADF-CED collaboration was organized around four objectives:

- To develop infrastructure to support increased regional cooperation between Romania and

Serbia and other regional partners,

- To create a dedicated information tool for the collection and distribution of information about the potential for cooperation in the region,
- To encourage and develop regional networking, and
- To develop CED internal capacity for providing technical assistance in support of regional democracy building.

ADF awarded five strategic subgrants in response to proposals submitted by the Euroregional Center for Democracy:

- The ***Regional Cross-Border NGO Fair*** brought together Romanian and Serbian organizations working on cross-border programs and offers them an opportunity to present their work to others and to do additional networking. As a result of the Fair, NGOs and donors each grew more interested in cross-border collaboration grew.
- The ***Incubator for Cross-Border Civil Society Activities*** facilitated cooperation and collaborative work between small organizations and community initiatives in Romania and Serbia. The project provided a framework to support partnership initiatives with organizations (especially local community-based groups) that could not otherwise qualify for an RPD subgrant;
- The ***Democracy Online–Resource Data Base*** for Serbian and Romanian Initiative increased the ability of the third sector in Southeast Europe to communicate with each other. The DOL will continue to facilitate communication among regional NGOs and selected local administrations, as well as continue to strengthen these groups, after the end of USAID support for the RPD program.
- ***Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy Programs*** helped to increase the capacity of Romanian and Serbian NGOs to effectively manage private and public funds, maintain high legal, financial and technical standards, and qualify for direct funding in the future.
- ***Conference on Sustainability*** brought together fifty representatives of Serbian and Romanian NGOs that had participated in the program to plan for the sustainability of their partnerships and their activities. Sustainability plans were produced. The conference also expanded networking, facilitated the sharing of information, and promoted cohesiveness within the program.

As described in section 5, the strategic selection of CED as a partner has been a core element for continuing the efforts and impact of the RPD program. CED is expected to play an important and continuing role in producing, disseminating and facilitating exchange of information in Southeastern Europe. The CED will continue to encourage networking among grantees from Romania and partner organizations in Serbia, and between these groups and other civil society organizations interested in promoting democracy, regional cooperation and stability. Networking will be encouraged through participation in working sessions, the building of a specialized database on cross-border cooperation, and the sharing of information about programs and activities.

The CED has also been a significant beneficiary under the RPD program. The experience and capacity building that took place has greatly expanded CED's ability to provide services as well as its reputation as a credible and effective local partner for international assistance organizations. USAID/Romania has stated that they expect CED to qualify for direct grants from that institution – a considerable achievement for a local organization. Funding from other sources has also increased.

4.6.2 STRATEGIC PARTNERSHIP WITH USAID

Cooperation and collaboration between ADF and USAID/Romania, as well as with the regional USAID office and the U.S. Embassy in Romania, was a significant factor in the success of the RPD program. Throughout implementation of the RPD program, communication and collaboration between the RPD staff, USAID Romania, the Regional Contracts Office, and the U.S. Embassy in Bucharest has been effective and supportive for the work. Contact with the evolving USAID Democracy staff in Belgrade was facilitated by USAID Romania, and several informal briefings were held with key USAID Serbia staff to keep them apprised of the project purpose and work.

A joint focus on applying a results-focused management approach facilitated the ADF-USAID relationship. As a result of the dramatic changes in Serbia at the start of the project, ADF and the U.S. Mission worked together to re-examine the goals and objectives of the RPD program – and how these would translate into results. The two institutions, thus, developed a close partnership based upon a shared vision of the program.

The formation of a Technical Evaluation Committee (TEC) composed of ADF, USAID, and Embassy representatives for the approval of subgrants proved to be a helpful and useful means of updating project staff on relative political issues. USAID reviewed and approved all subgrants awarded under the RPD program. Procedures and protocol to streamline the approval process were developed early in the program to streamline the approval process. It was the general consensus of USAID Romania and ADF that the review procedures and subgrant approval process that were established worked well and enabled the RPD to be implemented in an expeditious manner.

USAID staff was highly responsive to the needs of the RPD program. Decisions were made in a timely manner. USAID representatives attended a number of the events organized by ADF and subgrantees under the RPD program. ADF also strove to be responsive to the needs of USAID. ADF staff made a concerted effort to keep USAID informed about program activities and especially the development and presentation of policy papers by grant recipients, which occurred in different venues such as the 2nd Edition of the Regional NGO Fair/Networking Event. Regular RPD debriefings were scheduled for the Romania Mission Director, the Democracy Team, and U.S. Embassy officials and liaison staff.

ADF worked to keep the RPD program responsive to the evolution of USAID/Romania's Results Framework and USAID's specific interests and strategies. For example, as a direct result of USAID's interest and desire to address the regional problem of trafficking in human beings, the RPD program was responsive to a proposal presented by the Centre for Legal Resources (Romania) and the Centre for Advanced Legal Studies (Serbia) that addressed the issue. Another program funded through the RPD in response to USAID's interest and strategic vision was presented by AIDRom, aiming to connect in a comprehensive program

the Romanian and Serbian Orthodox Church in a dialogue on meeting community and social needs in an evolving democracy.

Responding to expressions of interest by USAID and the U.S. Ambassador in Romania to support and encourage community-based organizations and initiatives to compete for RPD funding, ADF was proactive in identifying and encouraging small, nascent NGOs to participate in the program. Several of these organizations offered innovative and creative approaches in advocacy and community participation in the areas of drug addiction prevention and treatment, health planning and policy development, minority rights, child abuse, minority income generation, and women in political activities would not otherwise have had the opportunity, or resources, to get involved in cross border activity. ADF, USAID and the U.S. Embassy felt it was important to open the project to community-based organizations and associations in the Romania-Serbia border regions (such as Banat), and this interest was reflected in the RPD's implementation.

5. SUSTAINABILITY OF THE RPD PROGRAM

Sustainability of the work of the Regional Partnership for Democracy program has been a high priority with ADF from the beginning. ADF's concern has been not only for the sustainability of the individual partnership initiatives fostered and supported by the RPD program, but also the sustainability of the process of fostering and supporting regional partnerships.

5.1 SUSTAINABILITY OF NGO INITIATIVES

Because of the limited duration of the RPD program (originally for one year, with an additional three months added later) and its subgrants, ADF implemented a strategy calling for the development of a sustainability plan for each organization receiving an RPD grant.

ADF organized a special conference in collaboration with CED to further focus on sustainability. This conference took place from June 28-29, 2001 in Timisoara. The goal of the conference was to increase the attention and process of sustainability planning, both in terms of the partnerships developed and for the continuation of program initiatives after the end of RPD financial support. The main agenda topics of the conference included the development of a sustainability strategy for each organization and an action plan to implement that strategy. Since the conference, ADF and CED have provided expertise and technical assistance to help individual organizations develop and promote their sustainability plans.

In ADF's view, sustainability first requires commitment to continue the work begun under the subgrants. This work can be continued in various ways: by furthering the commitment for regional collaboration; by furthering the commitment to forming regional partnerships; demonstrating a commitment to inform decision makers and to increase public participation; and/or a commitment to work for changing policy.

Each partnership developed a sustainability plan after having reviewed these elements. Summaries of partner sustainability plans are included as Attachment 7. In many cases the

partnerships have already received funding from other sources for the continuation of the activities begun under the RPD program. In other cases, proposals are under development or have been submitted for additional funding. In some cases, outside funding is unnecessary at this time and the sustainability plans focus on strategies and actions that will take place in upcoming months and years.

5.2 SUSTAINABILITY OF THE PROCESS OF FOSTERING EXPANDED REGIONAL PARTNERSHIP

Although many of RPD's subgrantees have developed sustainability strategies, which will contribute to the fostering of expanded regional partnerships after the end of the RPD program, the main mechanism, which has been established to sustain the process of expanding regional partnership, is the Euroregional Center for Democracy (CED). The selection of the Euroregional Center for Democracy (CED) as a strategic partner – as well as the specific programs developed with the CED – will serve as the foundation for continuing the work begun under the Regional Partnership for Democracy Program. ADF provided CED with copies of all RPD training materials and CED has agreed to serve as a repository for RPD and other relevant materials and to continue providing expertise to NGOs involved in cross – border program planning, management and operations.

CED has a well-planned fundraising strategy that has been built through continuous networking and information gathering from foundations and institutions offering grants in the region for cross-border activities. CED plans to utilize this information and its relationships with major foundations and the Soros Open Society Network to ensure the availability of funding for continuing its own initiatives and the initiatives of other interested grantees supported by this program. In one of the CED incubator programs, Youth Initiative and Education, CED has already requested (and received) a commitment of financial support from Open Society Foundation. Each of the programs activity 'incubated' by CED through the RPD program is to be assisted through the development of fundraising and sustainability strategies to help them continue ongoing development and services after the USAID funding period.

CED has established Democracy on Line (DOL), through an RPD grant, an online database, which provides information about Serbian and Romanian NGOs and their programs and events. The database also lists training opportunities and internships for regional participants. The database also contains a regional calendar of events identifying NGO activities that have a regional cross border impact. One of the key sustainability resources the database provides is information on funding resources specifically focused on and available to the region. This information is accessible through a fully searchable online database. The input and the flow of information for the Democracy Online database is provided by CED, ADF, its partners and other sources. All RFP grantees and Serbia partners have access (through DOL subscriptions) to three online foundation directories: The Foundation Directory Online (USA), Welcomeurope (EU) and Eupraxis (EU) to enhance their ability to locate available resources.

The DOL Resource Database for Serbian and Romanian Initiatives will be presented to funding institutions such as the Charles Stuart Mott Foundation, the German Marshall Fund, and the Open Society Institute for continuing after 2002. As of July 2001, CED began implementing a program entitled Electronic Marketing and e-Commerce for Small/Medium

Size Companies in the Region. The National Agency for Regional Development and PHARE is providing funding for the program. CED intends to integrate the Electronic Marketing project into its ongoing program incubator work thus utilizing this new funding to sustain the program established through RPD assistance.

One of the key roles CED will play in the future to help sustain the RPD initiative will be the provision of staff and institutional support for the planning and developing of a Regional Leadership and Management Center (L&M). The idea for a regional Leadership and Management Center evolved from an RPD-sponsored workshop organized by Leaders Romania in collaboration with Leaders USA and Western Management Center of Colorado, a leading provider of training to the U.S. Officer of Personnel Management. More details regarding this proposed service can be found in the 'Recommendations' section of this report.

CED's partnership with ADF is continuing even after the closing of the USAID-funded portion of the RPD. ADF/Romania and ADF's regional programs in Serbia and BiH are actively exploring ways to assist CED with the replication and NGO and municipal government utilization of the Democracy on Line service in Vojvodina, Serbia and in Bosnia & Herzegovina. CED and ADF are key members of a committee established to explore the development and funding of the regional Leadership & Management Center in the future. The proposed Center, now in the preliminary concept development stages, is envisioned to be a collaborative effort between CED, other NGOs and the private sector. A key function of the center will be to serve as a repository of training materials produced in Romania and the region through USAID and EU contracts and make them available to clients of the Center and to the public.

6. IMPACT OF THE RPD PROGRAM

The anticipated results listed for the RPD program were output level results. As noted in section 3.1, the RPD has had an impact far beyond the achievement of these results. The RPD program has impacted six broad areas, as follows; each of which is described in greater detail in the sections below.

1. Impact on Romanian NGOs
2. Impact on Serbian NGOs
3. Impact on Romanian Democratic Governance
4. Impact on Serbian Democratic Governance
5. Impact on Regional Stability
6. Impact on Collaboration for Cross-Border Issues

1. Impact on Romanian NGOs

The RPD program positively influenced the internal operations of Romanian NGOs, their perspective and understanding of democratic processes in their own country, and the degree to which they work with others in resolving issues of common concern.

Romanian NGOs state that the influence of the RPD program was immediately felt on a strategic level of their operations. They cite improvements in internal procedures, management, and an understanding of donor requirements. Other areas in which Romanian NGOs cite operational improvements include: staff management; decision-making processes; financial management; use of e-mail for networking and research; fundraising capabilities; and public relations. An external evaluation of the *CED Program Incubator for Cross-Border Civil Society Initiatives* project states "All partner organizations stated improvements in team building, managerial skills, communications, cross-border coordination, and fundraising and media relations." The strengthening of institutional capacity that took place under the RPD program will make the Romanian NGOs that participated in the program more effective and more sustainable in whatever they do.

Through their cross-border work, Romanian NGOs also gained more perspective and objectivity in assessing their own accomplishments (or lack of accomplishments) in civil society development and the evolution of democratic governance over the last decade. The work of these NGOs with their Serbian counterpart organizations required them to analyze their own successes and failures as they sought to share the message and lessons learned of their own experience. Sometimes the Romanian visitor was surprised at seeing the rapid political progress and governmental impact made by their Serbian counterpart organization (Protecta in Nis for example) as compared to the Romania time frame for achieving progress on the political impact front. Many times, the Romanian organization leaders were surprised such the rapid progress being made in Serbian democratization. Often, the Romanian NGO found itself in a learning situation with the more astute, more politically ambitious and active and often successful Serbian counterpart organization. More than one NGO learned lessons from their partnership activity that were relevant to the work of their organization in Romania, and became more active and effective in their own activities.

Finally, the RPD program has indelibly opened Romanian NGOs to the importance, the possibility and prestige of working on a regional, and possibly eventually international, basis. Larger NGOs now include international work as part of their mission. Community based organizations have developed continuing partnerships. New concepts and projects have been developed and a number of these projects have already been funded, such as the *Youth for Future without Prejudices* initiative of APOWER (Romania) and VOJVOJANKA (Serbia). An interesting side impact of the cross border work, and its attendant media programs, has been that all organizations reported increased interest in their activities after the project as measured by new members, telephone calls, and contacts from other organizations.

2. Impact on Serbian NGOs

For many Serbian NGOs (particularly the smaller ones) participation in the RPD program was one of their first contacts with an internationally funded activity. As such, these NGOs learned a tremendous amount about international funding and grants management. Serbian NGOs also cite increased capacities in team building, use of the media, and fundraising. The increased knowledge and skills they have gained in their association with the RPD program has left them well positioned, and more ready to compete in the funding market. . Indeed, several of the organizations that have participated in the RPD have now received the direct grants. The regional NGO Resource Center that had its inception under the RPD and the NGO Centers strengthened under the project will also make a long-term contribution to the strengthening of Serbian civil society organizations.

Other Serbian NGOs were more experienced and the degree of institutional development in the areas of operations and management was less dramatic. For these NGOs perhaps the greatest impact was realizing the advantages that partnership could bring to their organization, their programs, and their larger goals. The more sophisticated Serbian NGOs began the project somewhat cynical of the usefulness of former Soviet Block countries as potential partners. By the end of the RPD program the experience and expertise of the Romanian organizations clearly was relevant to the Serbian NGOs' work, and the benefits of partnership were clear. The sustainability plans developed reflect the importance placed on continuing joint work.

Organizations have strengthened their ability to mobilize public and community support, and to involve people in all stages of their activity. The increase in public information and public relations skills was a key result cited by the smaller community-based organizations participating in the CED Incubator project. As was the case for Romanian organizations, Serbian NGOs have also reported an increase in interest in their organizations. Memberships have grown. Participation in their activities has grown. The NGOs that have participated in the RPD program feel a real sense of satisfaction over the work they have done, as they here from participants (such as one parent who stated, "This is wonderful. You gave our children a hope, an enthusiasm to change things around here.")

As described more fully in the section about the impact on Serbian Democratic Governance, the relations between Serbian NGOs and local authorities have also grown. Many Serbian NGOs entered the project with a profoundly skeptical view of the possibilities and benefits of working with local and national authorities. Their experience under the RPD program has shown that this collaboration is both possible and beneficial.

3. Impact on Romanian Democratic Governance

Although primarily focused on strengthening democratic institutions and processes in Serbia, the RPD program also had an impact on strengthening democratic governance in Romania. Networks and regional partnership conducted advocacy in both Romania and Serbia on key issues of concern to both countries. Public awareness and mobilization campaigns involved a greater number of citizens in advocacy for such regional issues as human rights, the trafficking in human beings, the freedom of information, the rights of the Roma and other minorities, policies related to private enterprise, women's issues and regional government. This increased civic action on the part of ordinary citizens strengthens democratic governance as a system.

Romanian officials from a variety of Ministries participated in a wide range of RPD programs, strengthening their links to citizen groups. As a direct result of advocacy efforts stimulated and supported by the RPD program, new legislation was passed in Romania on trafficking and freedom of information.

Furthermore, the training programs conducted with young political leaders and the media will have a longer-term impact on the functioning of these two groups in the governance process in the years to come. The development and adoption of a code of ethics for political parties is of direct relevance to democratic governance in Romania.

4. Impact on Serbian Democratic Governance

The RPD's impact on democratic governance in Serbia will continue to expand over the upcoming years as partner activities multiply and the effects of these activities cumulate. In the short term, the RPD program has directly affected democratic governance in a number of ways.

Individual activities undertaken under the subgrant component were directly targeted at creating the conditions necessary for stronger democratic processes and institutions. These activities included:

- More active and effective elections monitoring during the December 2001 Serbian elections.
- Public forums, including government participation, on key issues such as trafficking in human beings, the importance of freedom of information for government accountability, private enterprise development, the status of women, private-public partnership for improved health, and citizen input on DKMT policies.
- The potential for private-public cooperation in the treatment and aftercare of drug and alcohol addiction illnesses and victims was explored.
- A total of thirty-two young Serbian political leaders were trained in matters relevant to democratic governance.
- Advocacy networks and campaigns were conducted on key issues such as the Roma minority, freedom of information, human rights, and the status of women.
- Draft legislation with civil society input is now being developed.

In addition to the individual activities impacting democratic governance in Serbia, the RPD program as a whole has had an impact in this area. There has been a substantial increase in civil society linkages and cooperation with local and national public authorities. Collaboration between independent civil society and government has been somewhat a contradiction in terms when applied to Serbia in recent history. The RPD program has shown local officials as well as Serbian NGOs the advantages that can derive from working together, and cooperation between these two sectors can be expected to grow as a result of this program. For example, despite its lack of experience, skills, and the patriarchal environment, a women's group from Seleus succeeded in getting one of its members delegated to serve on a local public policy board with local authorities.

The RPD program has also resulted in increased civic engagement and involvement in public decision-making – a key component of democratic governance. As noted above, membership in the NGOs that participated in the RPD program has arisen as citizens begin to see the difference that civil society organizations can make in their lives. Serbian citizens have actively engaged in local advocacy and mobilization campaigns. Examples include the work of Sinergii (Timisoara, Romania) and SOS (Nis, Serbia), which was concerned about laws, related to violence in the home and conducted a campaign to change the law so that children are provided lawyers and court protection.

Proposed legislation on freedom of information will substantially contribute to stronger democratic governance in Serbia, as will the new insights and commitment of young political leaders that participated in training and exchange programs held under the RPD. Local and

regional networks focused on human, women's, and minority rights contribute to creating a society in which all citizens benefit from shared protection and equal treatment under the law.

5. Impact on Regional Stability

In light of the past decade, and even before that, regional stability was a key goal of development activities in Southeastern Europe. The RPD has contributed to the development of regional stability in several ways.

Core to the program was the personal and institutional connections made through partnerships and their associated activities. As one Serbian participant "Before this project we didn't know a lot about Romania and Romanians. There was not much communication, which is strange considering that we are so close to the border..." This contact, understanding, and appreciation among groups across borders are able to open societies and create benefits such as economic growth that contribute to regional stability.

The RPD program also contributed to regional stability through subgrant activities that specifically focused on this area. The *Citizens' Observatory* project focused on the present and future role of citizen participation in the DKMT region, and made proposals for increasing the DKMT's effectiveness in meeting regional needs. Forty young political and civil society leaders from Romanian and Serbia increased their knowledge of regional stability initiatives and how to enhance these initiatives. Networks developed to work on region-wide issues (women, minorities, etc.) that are potential destabilizing factors to regional security.

Finally, the contribution made by the RPD program to the development of democratic governance in Serbia and Romania does, in itself, impact positively on regional stability through the development of these representative and accountable systems and institutions.

6. Impact on Collaboration for Cross-Border Issues

The RPD sponsored a number of activities that had a positive impact on collaboration on cross-border issues, with special attention paid to social, economic, and democratic development in areas adjacent to the border. The results and collaboration achieved under the RPD program have given rise to an expansion of cooperation across the border that goes beyond the short-term projects supported by the program.

The Banat sub region includes the border areas of Serbia, Romania, and Hungary. RPD support has developed a network of business members, civil society, and local authorities working on issues related to economic development and fiscal reform benefiting the region. A significant attention on this program was channeled through economic issues as an important element of regional cooperation. This is in a natural way the sector most likely to develop cross-border and regional partnerships (business relations). The program offered interesting and pragmatic solutions to the decision-makers about how to insure best conditions for economic cooperation in the region.

A number of cross-border programs for youth took place under the CED Incubator program. Future joint programs that have been identified by Romanian and Serbian organizations that

participated in the Incubator program include advocacy campaigns for improved transportation between the two countries (currently limited to just one train and one bus line), as well as multi-cultural exchange and businesses partnerships.

One of the best examples is the partnership that developed between the Association for Promotion of Women in Romania (APOWER) and Vojvodjanka, a Serbian organization based in Novi Sad. Following the success of their original project under the Incubator project on increasing women's involvement in public policy-making, the two organizations developed a new project: "Youth for a Future without Prejudices". The partnership's work has received the endorsement and support of the president of the Stability Pact's Gender Issue Committee, Sonja Lockart. Mrs. Gordana Comic (Vice-President of Serbian Government), Mary Ann Rukavina (Stability Pact Gender Task Force Associate Director), and Mrs. Jelica Rajacic (Vojvodina Government Representative) are supporting the partners' activities. A third initiative has been developed for the creation of a non-formal women's network that will expand to include groups from Macedonia, Hungary and Croatia (at their request).

7. LESSONS LEARNED

In many respects, the RPD program turned out to be a type of learning lab or school, from which the Romanian and their partner organizations emerged stronger, more capable, and surer of themselves. Many of the local, indigenous organizations that plan to embark on cross-border activities can benefit from the lessons learned in this project by the many who have worked to make this short, intense program a success.

The following is a distillation from comments made by leaders and emanate from the experience of participants as they evaluated their involvement in the RPD program. Lessons learned for cross-border partnerships are as follows:

- 1) *Know the social, political, and economic context of the country of the partner organization.* The effectiveness of a program or project will be limited if you only have a superficial acquaintance with the country, region, and community of your partner. It stands to reason that no achievement is possible unless you know clearly what common needs you will be trying to meet.
- 2) *Understand the customs and immigration procedures of crossing the border.* There is no such thing as a cross-border program if you cannot cross the border and travel at ease. Moreover, it is very likely that you will have to carry equipment too, so you need to know in what conditions you are allowed to do that.
- 3) *Know your partner organization as you know yourself* – not only by its official record but also by its daily activity. Spend a day or two in the prospective partner's offices or gather information from former partners. Make sure you and your partner organization have similar objectives and priorities. This approach has spared the RPD much potential trouble.
- 4) *Create a solid team with your partners, and if possible with your donors.* Plan and work on the cross-border project together. Make sure the responsibilities of each organization and partner is clear. Establish a common, agreed upon way of operating. There should

be only one management team in this kind of project, and this team has to work by the same standards. If you are not homogenous, your project might come to an early and abrupt end, or one partner may end up doing everybody else's work. Within the RPD, ADF introduced the procedure of writing a concept paper and assisted the recipient organizations in editing the final proposal. The objectives of the proposed programs were thus harmonized with the general objectives of the RPD and, where necessary, training needs could be identified.

- 5) *Plan, replan, and over plan.* Spend the amount of time that is necessary to plan your project completely and well. If necessary, create contingency plans in advance for possible changes in circumstances. Having a clear and detailed plan with the intended results and deadlines clearly defined helps a project achieve its objectives. In a complex and continually changing political and social and security context, as that of countries in transition, you must be able to rely on the completeness of team planning, so take all elements of the situation into consideration.
- 6) *Think proactively, not reactively.* Make weekly activity plans for the upcoming week and be sure to identify the resources needed. The effectiveness of the weekly reports and short-term planning was acknowledged by all of those involved in the RPD.
- 7) *Get out of the office. Keep moving and talking.* Do not stay in the offices of your organization all the time. Go to the field. See the work that is being done. Don't postpone answering the information requests coming from your partners. Do visit the country of your partner organization at least once a month. Establish a strict communication protocol if that is necessary. Make sure your partners can speak a commonly used language. If they cannot, use professional translators. It might prove useful to learn the basics of your partners' language, as some of the staff involved in the RPD has done.
- 8) *Focus on results, not on activities.* At the end of the project what matters most is what your program has been able to deliver, rather than the spectacular way in which you might have gotten there. The real innovation of the way in which the organizations involved in the RPD worked, i.e. the results-oriented management approach, has been seen as a small revolution in the partner organizations. This type of management can guide your activity better and save you from going astray or getting lost in details. This is one distinctive management feature that one can use to recognize an organization that has worked within the RPD.
- 9) *Ensure the sustainability of the program.* Another distinctive feature of the RPD is that ADF asked for sustainability plans very early. Sustainability planning ensures that there will be a long lasting effect of the project and that it will continue even after outside funding has ended. Sustainability planning also helps provide motivation for new initiatives. Democracy development is an ongoing project. If you design isolated projects, without follow-up or possibilities for replication, you might as well not cross the border.
- 10) *Become part of a network, or, if you already are, strengthen and expand it.* It is clear that, without a powerful coalition and network, the RPD would not have been a success. The program has grown in strength through the creation of a homogeneous network, to

which all the organizations contributed their achievements with a view to reaching a common goal. The RPD and its recipients and their partners set up a powerful network that is still growing through initiatives on both sides of the border. This network is now including other organizations, which have adopted common standards and procedures that benefit everyone who is a member.

8. CONCLUSIONS AND RECOMMENDATIONS FOR THE FUTURE

8.1 CONCLUSIONS

The RPD required intense attention and excellent cooperation from all parties involved, including USAID, Romanian grant recipients, Serbian partners, ADF, and other actors. The novelty of the approach, the ambitious objectives, the short implementation period, the delicate Serbian political and social context, as well as the limited international experience of most of the Romanian organizations required constant attention to be given to planning detail and flexible grant management. The ADF project team made a point of practicing prevention in approaching the sensitive task of funding and supporting organizations from one country to work in social and political change areas of another country.

The ADF staff's direct and ongoing monitoring of – and at times intervention in – the implementation of subgrants was an important contributing factor to the overall success of the RPD program. In addition, the RPD's success would not have been possible had it not been for the exemplary determination of the Romanian NGO subgrant recipients and their Serbian partner organizations. It took very little time for the ADF staff, the participating organizations and the members of the USAID and U.S. Embassy Advisory Committee to become one team that consulted with each other constantly and learned from individual and collective experience gained on a daily basis in both Romania and Serbia.

A comment from Mr. Radojica Mojsijev, President of Association of Small and Medium Enterprises and Entrepreneurs (UPMSP) Vrsac, Serbia one of the Serbian NGOs that participated in the RPD program under the *Partner* project, summarizes the impact of the RPD program on his organization:

"One year ago I could not have imagined that there would be so many [development] opportunities in Serbia like we have now [from USAID and other international supporters]. When some of these opportunities were available through the Serbia USAID program, the Romania USAID /ADF program helped us be ready. Thanks to this [RPD] project and The Confederation of Private Entrepreneurs in Timis County (CIPT) we were prepared to meet the requirements for USAID Serbia funding. This RFP project helped CIPT build our capacity and skills. The educational and advocacy lessons we have learned through this project will help us in Vrsac and Vojvodina lead the way to create [in Serbia] the needed changes in the Parliamentary legislation to further opportunities for entrepreneurs and SMEs to grow and to prosper."

The Third Europe Foundation of Timisoara represents the impact of the project for Romanian organizations in a comment.

“Regional Partnership for Democracy involved the Third Europe Foundation in a range of operability never reached before. Practically, the organization’s capability and identity were strengthened and developed. Through this program, the Third Europe Foundation stepped into a new phase of development, transforming from a medium, active organization, perhaps limited to certain domains, into a strong civic operator, with diversified services, international proceedings and a highly effective management. For us, like promoters of cross-border cooperation programs as tools for local and regional development, the present project was a pilot one. It was our first attempt in order to approach such a delicate and complex market, like the Balkans. We consider that our previous experience in cross-border and inter-ethnic projects could be used and also improved in the targeted area.”

Yet a third quote comes from ADF’s strategic partner for the RPD program – the Euroregional Center for Democracy:

“When at the completion of the Regional Partnership program, I was asked whether it can be considered a success story, a long list of arguments was at hand. This program gave a special importance to the practice of cross-border cooperation as it created a horizontal partnership between the partners on the two sides of the border based on equality of the sides. It was a model of practical cooperation on questions of common concern that created the patterns of constructive relationships and raised the levels of trust and confidence. It also set out the guidelines of effective regional cooperation based on assets, strengths and capacities of each. It overcome barriers set out by history of lack of contact and mutual suspicion of our neighbors that prevailed among the people of the region. But, the greatest difference that this program has done is that, by the conclusion, the groundwork for future partnerships has been established. We, all those who have participated in it, have become one strong regional team.”

These three examples illustrate ways in which the impact of ADF’s Regional Partnership for Democracy program far exceeded the results that were anticipated for the program at its inception. Through the Regional Partnership for Democracy, ADF has succeeded in building a strong foundation for regional cooperation in the years to come as Serbia, Romania, and all the countries in Southeastern Europe strive to strengthen democratic process, institutions, and society and contribute to stability in their region.

8.2 RECOMMENDATIONS FOR FUTURE PROGRAMMING

1. Support for a Regional Leadership & Management Resource Center

The RPD was instrumental in helping CED, Third Europe Foundation and other NGOs begin to conceptualize a program to identify and bring together human resources, training materials and expertise to serve Banat Region NGOs, local and regional government in the future. The idea and effort to establish a Regional Leadership and Management Resource Center (being planned in Timisoara) needs continued support. CED has agreed to be one of the principal organizers for the Regional Center and will seek to involve other NGOs in the process.

USAID should consider providing support for the creation of a Regional Leadership and Management Resource Center. One of the key functions of the center would be to collect and

disseminate training materials prepared by past USAID and EU contractors since excellent materials and training modules exist on a variety of subjects. Compiling, listing and disseminating such information to NGOs in the region would be a valuable service and would lend major support to ongoing institutional strengthening. A listing of materials available plus an interactive database of regional and world-class experts in leadership and management training (possibly integrated into the Democracy on Line program) would be an ongoing asset and do much to ensure that training and leadership resources continue to be available in the future to assist and strengthen regional democracy building. A systematic approach and institutional base for providing continuing cross-border support in management and leadership is needed if democratization and civil society development initiatives are to be maintained.

2. Longer-term Funding and Institutional Support to NGO Partners

Additionally, there is an ongoing need to provide longer-term funding and institutional support resources to those Romanian organizations, which have demonstrated a strong commitment and capacity to further regional democracy development. Multi-year funding and a continuation of technical and management support would be one meaningful way to meet this need. Democracy building is a long-term process, especially when the investment is made in helping indigenous organizations reach across borders to build more effective democratic institutions, civil society and democratic practices in their respective countries.

3. Wide-spread Sharing on the RPD Project, Its Approach, and Lessons Learned

ADF recommends widespread and effective sharing of the RPD program's lessons learned to a larger regional audience. The RPD program's success in helping NGOs establish and build NGO civil society programs and networks is worthy of study and replication. ADF is well positioned through its democracy building programs in Serbia and BiH to play a significant role with CED, with USAID and other donors, and with concerned NGOs in respective countries see that the more successful activities and approaches of the RPD are adapted and replicated as needed. Some of the programs suitable for replication on a regional level include the Regional NGO Networking Event, Democracy on Line (DOL), Roma and minority advocacy efforts, information and action to prevent human trafficking, regional and national business and enterprise association development. Effort should also be made to continue the support and replication of the Third Europe Foundation's 'Citizens Observatory' model. This unique citizen participation program offers one tested approach to making Southeast European government more responsive, effective, and accountable to its citizens.

The Regional Partnership for Democracy (RPD) program has demonstrated the value of sharing experiences, the efficiency of an interactive learning process where partners from different countries are coming together to solve common problems and to debate on democracy and civil society values and principles. The cooperation that took place covered a variety of fields, from economic development to culture and social issues. Results and impact of the program were achieved in both countries whose NGOs participated in the program.

ADF recommends that USAID consider using this cross-border regional approach in other aspects of its development programs. The lessons learned under the RPD should also be applied to other programs developed and/or funded by USAID Romania. Support for the development of local government bodies should include a practical emphasis on working

closely with civil society on issues of public interest. Support to civil society should include development of the issues-based networks, as well as capacity building. When capacity building takes place, programs should avoid isolated training and approach capacity building in a more holistic manner, adapted for the specific needs of the groups being trained. In all instances, and emphasis should be placed on the practical work and needs of organizations, rather than the development of theoretical situations and knowledge.

Index of reports and Information Products Produced under RPD program

No.	Name of the organization	Name of the program	Type of material	Name of the material
1	America's Development Foundation	Romanian for Serbian Democracy/Regional Partnership for Democracy	Quarterly reports	Quarterly report September 19 - December 31, 2000 Second Quarterly report January 1 - March 31, 2001 Third quarterly report April 1 - June 30, 2001 Fourth Quarterly Report July 1 - September 30, 2001
2	Willingway Foundation	Regional Information Exchange Network for Private-Public Cooperation in Alcoholism and Drug Addiction Treatment and Prevention	Business Plan Radio broad cast TV education program (also on video tape)	Aftercare facility for alcohol and drug addicts in Timisoara The role of family, media, local authorities and Health Ministry in Alcoholism and Drug addiction prevention and treatment Alcoholism and drug dependency - social medical problems
3	Sanatatea Association	Open Gates for Healthy Communities	Booklet (1 Romanian and 1 English) Promotional materials	Open Gates for Healthy Communities Open Gates for Healthy Communities
4	Transparency International	Accountability through Transparency: Promoting Access to Information in the FRY and Romania	Policy paper (Romanian and English) Pocket guide (Romanian and Serbian) Flyers (Romanian and Serbian)	Access to the information of Public interest in Romania What do we need to know on Access to the information of Public interest - pocket guide for citizens Access to Information in the FRY and Romania
5	Women's Association in Romania	A New Common Future: Information Meeting for a Fair Status of Women from FRY and Romania	CD (contains program presentation and report on women situation) Report Database	A New Common Future: Information Meeting for a Fair Status of Women from FRY and Romania Report on women situation in FRY and Romania Women's organization from Serbia and FRY
6	Foundation for Pluralism	The School for Young Serb and Romanian Political Leaders	Newsletter CD Handbook	The School for Young Serb and Romanian Political Leaders

7	Leaders Foundation	<i>The Challenges of the Regional Stability in the Balkans</i>	Booklet	Leading the progress
8	Third Europe Foundation	<i>The Citizen Observatory for DKMT Regional Policies and Practices</i>	Policy paper Leaflet	Civic participation and accountability Partner with people like yourself
9	Center for Legal Resources	<i>Regional Forum on Trafficking</i>	Policy paper (Romanian and English)	Trafficking in human beings
10	Echosoc Foundation	<i>To Solve Our Problems Together</i>	Policy papers (8 different chapters) CD with program presentation	Culture, Education and Identity of Roma protection measures for the Roma population Roma access to the labor market International/Regional cooperation position of Roma Education and youth Roma: from regional to national and local approaches Roma: citizenship and social identity in Romania
11	Carpathian Foundation	<i>Nongovernmental Partnership in Countries with Difficult Transition</i>	Report	Making civil society work
12	Concept Foundation	<i>Act Together/Act for Democracy</i>	Booklet Newsletter	Act Together/Act for Democracy Act Together/Act for Democracy
13	Euroregional Center for Democracy	<i>Democracy On-Line: Regional Information Resource and Exchange Services for Romanian-Serbian initiatives</i>	Leaflet Resource center Database	Democracy On-Line: Regional Information Resource and Exchange Services for Romanian-Serbian initiatives Democracy on line DEMOCRACY ONLINE DATABASE
14	Agency for Information and Development of Nongovernmental Organizations	<i>Creating a Resource Center for Serbian NGOs in the Timok Region of Serbia</i>	Training materials Resource center Business plan	Strategic Planning and Proposal writing Creating a Resource Center for Serbian NGOs in the Timok Region of Serbia Creating a Resource Center for Serbian NGOs in the Timok Region of Serbia
15	Euroregional Center for Democracy	<i>Romanian-Serbian Program Incubator for Cross-Border Civil Society Activities</i>	Booklet Training materials CD Videotape Promotional materials	Cross border micro business Incubator Women in politics Let's work together in politics Youth debate Interculturality Gender issues Let's work together in politics Let's work together in politics Let's work together in politics

16	Euroregional Center for Democracy	Regional Cross-Border NGO Fair	Participants list	Regional Cross-Border NGO Fair
			Database	Database with the participants at the fair
17	Euroregional Center for Democracy	<i>Increasing Financial Accountability, Effectiveness and Sustainability of regional Democracy Programs</i>	Training materials	Increasing Financial Accountability, Effectiveness and Sustainability of regional Democracy Programs
18	Euroregional Center for Democracy	<i>The Sustainability of the Regional Partnership for Democracy Program</i>		
19	Pro Democracy Association	<i>Together for Democracy</i>	Training materials	Election, accountability and good governance
20	West Foundation for Regional and Euroregional Journalism	<i>Probitas 2001</i>	7 newsletters	Probitas 2001
			Leaflet	
			CD - best of Probitas	
			Photo album	
			Database	Database with Radio and TV companies from the Timisoara (Romania) and Novi Sad (FRY) regions
			5 Radio programs	Probitas 2001
21	Ecumenical Association of Churches in Romania	<i>Regional Orthodox Meeting and Cooperation: The Role of The Church in The Social Development of Communities</i>	Booklet	The Role of The Church in The Social Development of Communities
22	Entrepreneurs Confederation in Timis County	<i>Partner</i>	CD	CD-ROM with the procedures of making a SMEs organization in Serbia, rules of the public-private partnership and the new projects to be implemented in the Serbian Banat zone
			Report	Cross border cooperation for economic development
			Promotional materials	Partner

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		DATA AVAILABLE REGULARLY AT ADF?	REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY		SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1: Establishment of at least five civil society linkages to encourage responsive democratic governance and accountability								
Agreements of collaboration between Romanian and Serbian CSOs working for responsive democratic governance and accountability.	Definition: Agreements of collaboration are written statements that describe an ongoing relationship of collaboration between the CSOs. Examples of collaboration include visits, technical assistance and the exchange of information, research and ideas. Unit: Number of agreements	Romanian NGOs	NGO reporting on activities, including a copy of the agreement	Quarterly	ADF Deputy Director	Yes	Quarterly	Project Director
COMMENTS/NOTES								

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		DATA REGULARLY AVAILABLE AT ADF?	REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY		SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #2: Establishment of at least one NGO resource center in Serbia, that provides information exchange and increased service to NGOs in order to strengthen their institutional capacity and increase their role in civil society development								
Existence of additional NGO resource center(s) in Serbia that provides services to NGOs that strengthen their institutional capacity and increase their role in civil society development.	Definition: An NGO Resource Center is an institution providing services to NGOs. Services include facilitating access to and exchange of information and/or training and technical assistance for increased capacity and/or logistical support. Unit: Number of regional resource centers providing these services	Romanian NGO reporting and ADF staff field visits	subgrantee reporting, as per established schedule and ADF staff trip reports	Quarterly	Deputy Director	Yes	Quarterly	Project Director
COMMENTS/NOTES								

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS	DATA	REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #3: Organization of at least two exchange programs for young political leaders in the region							
Number of exchange programs for young political leaders in Romania, Serbia and possibly other countries in the Balkans.	Definition: Exchange programs are programs/events that bring together people from different countries together in a program relevant to their political role or on specific issues of relevance. Young political leaders are members of political parties that are 35 years of age or younger. Unit: Number of exchange programs.	Romanian NGO subgrantees organizing these programs and participant evaluations	Subgrantee reporting, including summaries of participant evaluation.	Post-event	Deputy Director	Yes	Quarterly
Project Director							
COMMENTS/NOTES							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		DATA REGULARLY AVAILABLE AT ADF?	REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY		SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #4: Establishment of at least one regional network that encourages regional exchange and cooperation in economic, social, or cultural fields, and at least one network among academic communities or in support of journalists and youth movements								
Existence of regional network that encourages regional exchange and cooperation in economic, social, or cultural fields.	Definition: A network is defined as a group of organizations or individuals with common interests, a defined membership, and established means of communication among and between members. Unit: Number of networks.	Romanian subgrantees and members of networks	Subgrantee reporting, ADF verification of mailing lists and communications means, and ADF contact with a number of randomly selected network members	Quarterly	Deputy Director	Yes, except for membership and mailing lists	Quarterly	Project Director
Existence of regional networks that encourage regional exchange and cooperation among academic communities or in support of journalists and youth movements	as above	as above	as above	as above	as above	as above	as above	as above
COMMENTS/NOTES								

**ROMANIANS FOR SERBIAN DEMOCRACY/
REGIONAL PARTNERSHIP FOR DEMOCRACY
PROGRAM**

COOPERATIVE AGREEMENT No. 186-A-00-00-00117-00

Final Report Annexes

Attachments 3 through 7

AMERICA'S DEVELOPMENT FOUNDATION©

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Telephone: (703) 836-2717; Fax: (703) 836-3379
Internet: www.adfusa.org

Attachment 3

List of Linkages and Networks Created

List of Linkages and Networks Established under the RPD

A. 42 linkages formalized in partnership agreements letters between 17 Romanian organizations and 26 Serbian organizations

Romanian Organization	Partner(s)
Pro Democracy Association (1)	OTPOR!
Concept Foundation (2)	Center for Drama in Education and Art Center for New Theater and Dance
Foundation for Rehabilitation, Integration and Social Promotion – ECHOSOC (1)	Open University Subotica
The Agency for Information and Development of Nongovernmental Organizations (1)	Timok Club
Foundation for Pluralism (1)	Civic Initiatives
Transparency International (1)	Center for Policy Studies
Center for Legal Resources (1)	Center for Advanced Legal Studies
The Third Europe Foundation (3)	The Center for Regionalism, The Center for Multiculturalism Charity Association Panonia
Willingway Foundation (1)	Protecta Association
Sanatatea Association (1)	Protecta Association
Women's Association in Romania (1)	Distrikt 0230/ Businesswomen Club (FRY)
Leaders Foundation (2)	Modern Society Movement (FRY) Center for Modern Skills (FRY)
Private Entrepreneurs Confederation in Timis County (1)	Association of Private Small and Medium Enterprises and Entrepreneurs (FRY)
West Foundation for Regional and Euroregional Journalism (1)	Independent Press Journalists' Association (FRY)
The Ecumenical Association of Churches in Romania in cooperation with the Serbian Bishopric (Romania) (1)	Romanian Bishopric (FRY)
Carpathian Foundation – Fund for the Development of the Carpathian Region (1)	Center for the Development of Nongovernmental Organizations (FRY)
Euroregional Center for Democracy (21)	ICVA - International Council of Voluntary Agencies Distrikt 0230, Kikinda European Movement in Serbia, local council in Zrenjanin; European Vojvodina Office of Multiethnic and Multicultural Integrations -MECI Protecta Nis Gypsy Women Association "For Our Children"; The SOS for Women and Children Victims of Violence; Master Business Center; ARDOR; Multiethnic Women's Group Seleus;

Euroregional Center for Democracy (cont.)	Sinergii; Distrikt 0230; Postpesimisti; Association for Promotion of Women in Romania; Vojvodjanska Civic Initiatives- Belgrade, Serbia; Spider Net – Information Technologies Education & Internet Center NGO Resource Center Zacejar
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B. Seven networks

Small and Medium Enterprise Development under the *Partner* project

Private Entrepreneurs Confederation in Timis County (Romania), Association of Private Small and Medium Enterprises and Entrepreneurs (FRY) and several private small and medium enterprises from FRY and Romania.

Use of Drama for Civic Education and Tolerance under the *Act Together/ Act for Democracy* project

Concept Foundation (Romania), Center for Drama in Education and Art(FRY), Center for New Theatre and Dance (FRY), Ariel Theatre for Children and Youth (Romania) and Menthor Foundation (Romania)

Public Policy Improvement under the *Citizen Observatory for DKMT Regional Policies and Practices* project

Third Europe Foundation (Romania), the Center for Regionalism (FRY), the Center for Multiculturalism (FRY)

Advocate against Human Trafficking under the *Regional Forum on Trafficking* project

Center for Legal Resources (Romania), Center for Advanced Legal Studies (FRY)

Advocacy for the Roma human rights under the *To Solve Our Problems Together* project

Initially the partnership began with partnership between three Serbian and Romanian NGOs. Through the actions undertaken under the subgrant a larger network was created of 39 NGOs working on Roma issues in Serbia and Romania. Organizations in this network include: Echosc Foundation (Romania), Open University Subotica (FRY), Romanian National Office for Roma, Romani Criss (Romania), Transparency International, Intercultural Institute Timisoara (Romania), Gipsy Women Association (Romania), Romanitin (Romania), SASA Petrosani (Romania), WASSDAS Cluj (Romania), Phoenix Foundation (Romania), CATALACTICA (Romania), Aven Amentza (Romania), Modern Society Movement (FRY), Roma Cultural Center (FRY), Rominterpres (FRY)

Making Civil Society Work under the *Nongovernmental Partnership in Countries with Difficult Transition* project

Carpathian Foundation - Fund for Development of the Carpathian Euroregion - Romania, Timok Club (FRY), Zajecar Initiative (FRY), Education Center (FRY), Center for the Development of the Non Profit Sector (FRY), Urban In (FRY), Center for the Development of Democratic Society (FRY), Forum of civil society (FRY), Humanitarian Society "Panonia" (FRY), Society for tolerance (FRY), Association of citizens "Alka" (FRY), NGO policy group (FRY), Civic Forum of Nis (FRY), and from Romania FDSC, CED Ecosens, Grado, TR Media, FRCCF Cluj, Albamont, Aidong, Centras

Work together for a free and professional press under the *Probitas 2001* project

West Foundation for Regional and Euroregional Journalism (Romania), Press Independent Journalists' Association of Serbia (FRY), Radio 021 Novi Sad (FRY), VK Radio Kikinda (FRY), City Radio Senta (FRY), Radio Televizija Impuls Vrsac (FRY), Radio Pancevo (FRY), MTV/Duna TV ROM (Romania), Radioteleviziunea Arad (Romania), SRR-DSTL Radio Resita (Romania), Observatorul Aradean (Romania), University of Novi Sad (FRY)

And 2 resource centers

Accessible information for sustainable regional cooperation under '*Democracy On-Line: Regional Information Resource and Exchange Services for Romanian-Serbian initiatives*' project

Euroregional Center for Democracy (Romania) and from FRY: ICVA - International Council of Voluntary Agencies, Beograd; Distrikt 0230, Kikinda; European Movement in Serbia, local council in Zrenjanin; European Vojvodina Novi Sad; Office of Multiethnic and Multicultural Integrations -MECI Nis; Protecta Nis

Accessible information for Serbian NGOs from Timok region under '*Creating a Resource Center for Serbian NGOs in the Timok Region of Serbia*' project

Agency for Information and Development of Nongovernmental Organizations (Romania) and from FRY: Timok Club, Citizen Society "Childrens Happiness", Roma Society Zajecar, Center for Free Elections and Democracy, Women's Rights Committee "Juca", Multiple Sclerosis Organization Zajecar, Democratic Organization of Women Bor, Mother Society Zajecar, Ecological Movement "Blue Danube", Citizen Society "Srecno", Citizen Society "NGO Forma W" and Civil Library "Europe" Bor

C. 13 joint activities under The Incubator for Cross Border Civil Society Activities Program:

1. **7-9 May, Novi Sad** – Seminar for 10 women actively involved in local politics and non-government sector focused on the situation in Yugoslavia
2. **28-30 May, Timisoara** - – Seminar for 10 women actively involved in local politics and non-government sector focused on the situation in Romania
3. **15-17 June, Novi Sad** - Training session for 22 women involved in politics, "Let's work together in politics"

4. **19-23 July, Costinesti** - "Stop the violence against women", advocacy campaign with the aim of improving legislation regarding domestic violence and establishing two help centers in Timisoara for victims of violence
5. **June-July, Timisoara**: 2 meetings in Timisoara to work on the development and publishing of a CATALOG and a TOOL-KIT for micro business incubation
6. **27-29 July, Kikinda** - Micro Business Incubator Promotional Conference
7. **1-7 July, Kikinda** – summer camp "Creative Banat 2001"
8. **23-27 July, Valea lui Liman, Romania** – DEBATE training session "Building bridges across the borders"
9. **29-30 June, Timisoara** – Debate session "Legitimacy of violence against children and children's rights"
10. **15-22 July, Fruska Gora, Yugoslavia** – Children's Camp "Ambassadors of Friendship"
11. **25-27 May, Gura Vaii, Romania** - Seminar "Women's vision of business"
12. **8-10 June, Seles, Serbia** – "Intercultural Seminar" on racism
13. **3-9 July, Felix, Romania** – Summer School "Cross-border Democracy and Interculturality"

D. The organization of two regional NGO fairs

1. The Euroregional Center for Democracy (CED) organized the First Regional NGO Fair that took place in Timisoara on December 8th 2000 and 117 non-governmental organizations (NGOs) from Yugoslavia, Romania, Hungary, Macedonia, Bosnia and Herzegovina and Bulgaria registered as participants. The Fair took place in the expository lobbies of the "Youth House", where a variety of stands, representing different domains of NGO activities were exhibited. Participants presented their work and ideas on six domains of activity: Civil Society, Education, Culture, Economy, Social and Gender. The percentage of participants' shows that from Romania were present 54 % of organizations, from Yugoslavia 37 % and from other countries there were 9% of total participants' number.

2. The Second edition of the Fair was held on 20-23 September 2001 and CED has received applications from 433 organizations from 10 countries of South Eastern Europe. After a selection procedure, 355 representatives of 210 NGOs participated in the fair, 53 from Serbia, 63 from Romania and 74 from Bulgaria, Hungary, Bosnia-Herzegovina, Croatia, Montenegro, Slovenia and Macedonia.

Attachment 4

List of Concept Papers and Proposals Received

List of Concept Papers and Proposals Received

Approved Concept Papers

Applicant(s)	Program Name
Pro Democracy Association (APD),	Together for Democracy
Euroregional Center for Democracy (CED)	The First NGO Regional Fair / 2000
Willingway Foundation/ Protecta	Regional Information Exchange Network for Private-Public Cooperation and Drug Addiction Treatment and Prevention
Santatea Association/ Protecta	Healthy Communities
Transparency International/ Center for Policy Studies	Promoting Access to Information in the FRY
Third Europe Foundation	The Citizen Observatory for DKMT Regional Policies and Practices
Women's Association in Romania; Distrikt Business Club	Regional Meeting of Organizations Working in Women's Rights
Center for Rural Assistance/ Distrikt 0230/ SIGMA	Local Development Agent Network in the Region
Center for Legal Resources/ Center for Advanced Legal Studies	Regional Forum on Trafficking
Center for Legal Resources/ Center for Advanced Legal Studies	Regional Forum on Trafficking Conference
Center for Euroregional Democracy (CED), Timisoara	Building Sustainability in the Regional Partnership for Democracy Program
Carpathian Foundation – Fund for the Development of the Carpathian Euroregion, Oradea; The Center for the Development of the Nongovernmental Organizations, Belgrade	Nongovernmental Partnership in Countries with Difficult Transition
Confederation of the Private Entrepreneurs in the Timis County (CIPT), Timisoara; Association of Private Small and Medium Enterprises and Entrepreneurs (UPMSP), Vrsac	Partner (Small Enterprise Business Development)
The Ecumenical Association of Churches in Romania (AIDRom), Bucharest	Regional Orthodox Meeting and Cooperation: The Role of the Church in the Social Development of Communities
West Foundation for Regional and Euroregional Journalism (FVJ), Timisoara; Press Independent Journalists' Association of Serbia (IJAS), Belgrade	Probitas 2001(Training Young Journalist from the DKMT Region)

Conditionally Approved Concept Papers

Applicant(s)	Program Name
Master Business Center/ Open Prospects/ Subotica Entrepreneurs Association/ Youth Association of Hungarians	Information Center: Resource Center for NGOs in Subotica
Pro Democracy Association/ Distrikt 0230	Civic Organizations Evaluating Citizen-Local Government Relationships

Leaders Romania Foundation	Training for Democracy of Young Romanian and Serbian Leaders in Political Parties and NGOs
Intercultural Institute/ Distrikt 02320/ Civic Parliament/ Open Perspectives/ Civic Initiatives	BANNET/Intercultural Promotors
Leaders Romania Foundation/ Modern Society Movement/ Center for Modern Skills	The Challenges of the Stability Pact in the Balkan s
Estuar Foundation/ Humanitarian Centre	The Resource Center for Local NGOs, citizens, and Other Local Social Actors and the Services
Center for Independent Journalism/ Media Center/ Forum of Media Initiatives	Basics of Journalism: Course for Young Serbian Journalists
The H Foundation for Distance Learning of Disabled People/ Veliki Mali	Equal Opportunities for Education and Democracy for Children with Special Needs

Concept Papers Not Approved

Applicant(s)	Program Name
Beekeepers Association of Romania; Beekeepers Association of FRY	Bees Without Frontiers
Society for Culture, People and Friendship; Center for Democracy Foundation	Youth Leaders and Journalist Training in Romania and Serbia
Bridges for Education	Summer Language and Democracy Camp
Women's Association in Romania; The Modern Society Movement; Businesswomen's Club; Distrikt 0230	Feminet: Information Resource Center for a Fair Status for Women
Ghiocelul Folk Association; The Student Cultural Center	Cultural Exchange: Increasing Mutual Knowledge of Romanian and Serbian Folklore
NERA Ecological Group; International Scientific Forum	Monitoring the Pollution of the Nera and Caras Rivers in the Border Area
Romanian Foundation for Economic Development; Center for the Development of the Nonprofit Sector in Yugoslavia	Civil Society and Constitutional State, Citizen and Public Office, Multiethnic Dialogue, Themes for Regional Cooperation
House of Europe; European Movement	Improvement of Public Administration
Political Science Students Association of the National School of Political and Administrative Studies, Bucharest; Political Science Students Association of Belgrade University	Bridges 2001
Society for People, Friendship and Culture (SCOP), Bucharest; Center for Modern Skills, Belgrade	Politics of the XXth Century in the Eastern Europe

Approved Proposals

Applicant(s)	Program Name
Pro Democracy Association (APD)	Together for Democracy
Euroregional Center for Democracy (CED)	The First Regional NGO Fair
The Ecumenical Association of Churches in Romania (AIDRom)	Regional Orthodox Meeting and Cooperation: The Role of the Church (in Romania and Serbia) in the Social Development of Communities

Conditionally Approved Proposals

Applicant(s)	Program Name
Transparency International, Romania	Accountability through Transparency: Promoting Access to Information in the FRY and Romania
Third Europe Foundation	The Citizen Observatory for DKMT Regional Policies and Practices
Euroregional Center for Democracy	Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy Programs
Foundation for Pluralism	The School for Young Serbian and Romanian Political Leaders
The Agency for Information and Development of Non-governmental Organizations	Creating a Resource Center for Serbian NGOs in the Timok Region
Euroregional Center for Democracy	Democracy On-Line: Regional Information Resource and Exchange Service for Romanian-Serbian Initiatives
Euroregional Center for Democracy	Romanian-Serbian Program Incubator for Cross-Border Civil Society Activities
ECHOSOC Foundation	To Solve Our Problems Together
CONCEPT Foundation	Act Together/Act for Democracy
Willingway Foundation, Timisoara	Regional Information Exchange Network for Private-Public cooperation in Alcoholism and Drug Addiction Treatment and Prevention
Sanatatea Association, Drobeta Turnu Severin	Open Gates for Healthy Communities
Women Association in Romania (WAR), Bucharest	A New Common Future: Information Meeting for A Fair Status for Women from FRY and Romania
Leaders Foundation, Bucharest	The Challenges of the Stability Pact in the Balkans
Center for Euroregional Democracy (CED), Timisoara	Building Sustainability in the Regional Partnership for Democracy Program
Carpathian Foundation – Fund for the Development of the Carpathian Euroregion, Oradea	Nongovernmental Partnership in Countries with Difficult Transition
Confederation of the Private Entrepreneurs in the Timis County (CIPT), Timisoara	Partner (Small Enterprise and Business Development in the Region)
West Foundation for Regional and Euroregional Journalism (FVJ), Timisoara	Probitas 2001 (Training Young Journalist from the DKMT Region)

Proposals that were Not Approved

Media Monitoring Agency	The FreeEx Regional Program: Protection and Promotion of Free Expression in the Region
Opportunity Associates	Regional NGO Management Support for Democracy

Attachment 5

Subgrants Awarded and their Results

Civic Education and Democratic Electoral Processes

Project Title: Together for Democracy

Implementing Organization: Pro Democracy Association

Partner Organization(s): OTPOR!

RPD Grant Amount: \$11,248

Matching Contribution: \$2,855

Duration: November 20- December 26, 2000

Narrative Description:

The Together for Democracy project provided a framework for strengthening of partnership between two NGOs focused on ensuring strong and fair electoral processes in their countries: Pro Democracy Association (APD) in Romania and Otpor! in Serbia. This program also provided the opportunity for other Romanian and Serbian organizations active in the civic education field to be informed and/or involved in cooperative activities.

Project activities consisted of exchange visits as well as strategic consultations with respect to the process of preparing and observing elections in both Romania and in FRY in the latter half of 2000. The program was initiated on the occasion of Romanian elections, continued through local elections in the FRY, and are ongoing in the post-election period.

The project's main achievements were the following:

A group of four OTPOR! leaders came to Romania to learn from civil society activities during the parliamentary and presidential elections in November 2000. OTPOR! guests had the opportunity to watch the last day of electoral campaign and had discussions related to aspects of elections organization with NGOs and public institutions whose activities and/or programs are critical to the elections;

APD traveled to Serbia to provide technical assistance and support to Otpor! on civil society support for open and fair electoral processes during the December 2000 Serbian elections. Discussions included electoral related issues such as: best practices of citizens observing the performance of politicians during electoral process; activities to better connect the promises of the electoral campaign to the reality of the post electoral period; mass civic education; coalition building; civil society's particular role during an electoral year; and public awareness on the importance and power of voting.

Otpor! leaders were trained in several issues related to elections, accountability, and good governance.

Pro Democracy improved its knowledge of electoral processes and trends in the region.

Pro Democracy is committed to fostering the relationship with Otpor!, particularly in assisting Otpor! in its further institutional development. Pro Democracy intends to offer Otpor! resources in furthering its level of expertise in observing elections.

Local and National Public Forums

Project Title: Regional Forum on Trafficking

Implementing Organization: Center for Legal Resources (CLR)

Partner Organization(s): Center for Advanced Legal Studies (CALS), Belgrade

RPD Grant Amount: \$49,503

Matching Resources: \$15,233

Duration: Four months

Narrative Description:

The trafficking in human beings, primarily for the purpose of prostitution, is unfortunately wide-spread along the border between Romania and Yugoslavia, and authorities in the past have had little success in controlling this criminal activity. The Center for Legal Resources (CLR) and the Center for Advanced Legal Studies (CALS) collaborated together to raise awareness and collaboration between Romanian and Serbian stakeholders on the issue of trafficking in human beings that takes place in the region. Project activities focused on organization of a *Regional Forum on Trafficking of Human Beings*, which took place in Timisoara, Romania in June 2001. Experts from both countries moderated the Forum meetings. The conference covered the following themes: Serbian-Romanian cooperation at the informational level and Serbian-Romanian judicial cooperation; Institutional cooperation; Cooperation between authorities and NGOs in both countries on trafficking; Networking between NGOs; Social reintegration of the victims of trafficking; and Raising public awareness and education to prevent trafficking of human beings. Sixty (60) participants represented the Parliament, Ministry of Interior, Ministry of Justice, Public Ministry (Prosecutor General's Office attached to the Supreme Court of Justice), National Authority of Child Protection and Adoptions, media and NGO sector representatives from both Romania and Serbia.

Achievements under this subgrant include the following:

- ◆ Central government authorities of Romania and Serbia, as well as NGOs working on the issue of trafficking in human beings, became more informed on the regulations and procedures related to this issue.
- ◆ A comprehensive and up to date resource document on the trafficking in human beings taking place in Romania and FRY was issued and disseminated. This document will serve as a first step for all institutional actors interested in addressing issues related to trafficking.

- ◆ Relations between authorities and civil society organizations concerned with this issue were strengthened. One example of increased collaboration and improved relations was the consultation of NGOs by Romanian officials during the drafting of the Romanian bill on the trafficking of human beings. The Bill on Preventing and Combating the Trafficking in Human Beings was enacted as Law no. 678/2001 in Romania.
- ◆ Encouraged by results obtained to-date in Romania and FRY, the Center for Legal Resources is currently working to implement this program with the Republic of Moldova.
- ◆ The Center for Legal Resources and CALS will organize a second forum in the first half of 2002 in order to assess and debate progress and implementation of Romania's anti-trafficking bill.
- ◆ The Center for Advanced Legal Studies and other interested parties in FRY have analyzed the Romanian experience in passing anti-trafficking legislation and are examining lessons learned that can be applied in Serbia to combat the trafficking in human beings. In addition, they have formed working groups on necessary modification to the Serbian Penal Code in order to combat the trafficking in human beings. Also they start the work on a special law regarding trafficking.

Linkages to Local Governments

Project Title: Open Gates for Healthy Communities

Implementing Organization: Sanatatea Association

Partner Organization(s): Protecta Association

RPD Grant Amount: \$12,000

Matching Contributions: \$9,443

Duration: Five months (April – August 2001)

Narrative Description:

The *Open Gates for Healthy Communities* project responded to needs identified by communities of Drobeta Turnu Severin (Romania) and Nis (Serbia) to improve the level of dialogue and cooperation between social and political actors within the communities for the resolution of local problems. The project also responded to the felt-need to develop a regional dialogue on both sides of the Danube on community development issues.

Sanatatea Association (Romania) and the Protecta Association (Serbia) used the problem of community health to initiate this dialogue. The "Healthy Communities" referred to in the project title were defined as those communities interested in improving the living standards of their citizens, and where social and political actors are responsible and responsive to citizens. The purpose of the Open Gates program was to open a social

dialogue between local government, the private medical sector, civil society organizations, and citizens on issues related to private-public partnership for improved health. The focus of this dialogue was the status of public health in socially and economically disadvantaged communities, how private and public actors can be more responsive to the need to improve public health, and how private and public efforts can be combined in a coherent strategy, reflected in local policy.

The main activities of the *Open Gates for Healthy Communities* were to organize two public debates on health policies and private-public partnership for community development, placing these issues in the forefront of local decision-making, but also discussing them within a regional framework. The project aimed to educate, inform, and improve collaboration among and between private and public stakeholders in Turnu Severin (Romania) and Nis (Serbia).

The project's main achievements were:

- ◆ Local authorities from both cities are better informed and aware of the advantages and benefits of public-private dialogue and partnership on health issues, as well as broader community problems.
- ◆ An improved framework for collaboration within the two communities and between the two communities on community development issues. As a result of RPD-funded activities, the local administrations of Turnu Severin (Romania) and Nis (Serbia) became deeply involved in building community links. One immediate result of the program was the meeting between the mayor's office and the local administration of Turnu-Severin with local administration officials from Nis, Serbia. As a result of the meeting, members of both local administrations said they would work to establish more formal ongoing linkages at the civic level.
- ◆ Establishment of a network of professionals and concerned leaders, local authorities, and interested governmental representatives and non-professions to promote the use of self-help resources in regions surrounding Turnu Severin and Nis.
- ◆ Sanatatea and Protecta are expanding their cross-border collaboration. They are currently implementing a new partnership project aimed at mobilizing youth within their respective communities, using volunteers, private donations, and logistical support from local authorities.

Project Title: Regional Information Exchange Network for Private-Public Cooperation in Alcoholism and Drug Addition Treatment and Prevention

Implementing Organization: Willingway Foundation

Partner Organization(s): Protecta Association

RPD Grant Amount: \$10,855

Matching Contributions: \$6,852

Duration: Five months (April – August 2001)

Narrative Description:

The program proposed and implemented by Willingway Foundation encouraged communication and cooperation between the public and private sectors (hospitals, police, courts, employers, etc.) in the overall approach to treatment and recovery from alcohol and drug addiction. It sought to open up or increase democratic practices and citizen participation in advocacy for health policy reform and to positively influence the current government health monopolies in Romania and Serbia.

Program activities included informing professionals about new treatment methodologies; encouraging the development of voluntary self-help support groups for recovering addicts; public information and education campaigns about addictive diseases and effective, modern treatment and recovery; and encouraging prevention through education and information sharing. In addition, an advocacy component of the project sought to encourage more modern government laws and policies for dealing with alcoholics and addicts and advocating with Central and Regional Ministry of Health authorities to address patient rights more significantly and adopt more modern practices in the institutional and community treatment of alcoholics and addicts.

Achievements under this project include the following:

- ◆ Regional networking and information exchange partnerships were launched between Romanian and Serbian NGOs and in Romania and Turnu Severin.
- ◆ Professionals in Timisoara and Nis were informed about new treatment methodologies and local strategies for dealing with alcoholism and drug addiction were identified.
- ◆ The public and the private sector were informed about addictive diseases and the effective modern methods of treatment and recovery.
- ◆ A regional resource web page with information on the disease, treatment, and prevention of alcoholism and drug addiction was established at <http://hosted.regionalnet.org/willingway>.
- ◆ A preliminary business plan was developed for the establishment of a model community-based recovery center in Timisoara, which gained the support of USAID, the Romanian Ministry of Health, the County Department for Public Health, and the City Hall of Timisoara.
- ◆ Advocacy conducted to influence authorities from the Health Ministry to address patient rights more significantly and to adopt more modern practices in the institutional and community treatment of alcoholics and addicts.

Young Political Leaders

Two projects were funded and implemented to enable young political leaders from Serbia and Romania to participate in regional non-partisan educational and exchange programs.

Project Title: School for Young Serb and Romanian Political Leaders

Implementing Organization: Foundation for Pluralism

Partner Organization(s): Civic Initiatives, Belgrade

RPD Grant Amount: \$44,203

Matching Contribution: \$10,235

Duration: Six months: April - September 2001.

Narrative Description:

The *School for Young Serb and Romanian Political Leaders* was the first training program for a mixed Serbian and Romanian group of young political activists. The program successfully managed to foster common trust and mutual understanding among young political leaders from Romania and Serbia, and to set common standards of effective political action and cooperation in the future.

The seven-month training and exchange program was offered to Serb and Romanian members of national party leadership or leaders of youth party branches, aged 18-35. Based on the experience of the Foundation for Pluralism in cross-border projects, the program exposed participants to a non-partisan regional interactive learning experience. Lectures were given on common interest issues such as internal and external communications, building effective group coalitions, negotiation and mediation, decision-making and strategic planning, political stability in the region, economic reform during the transition period, fight against corruption, public policy. The *School for Young Serb and Romanian Political Leaders* is a pilot project in the region. Its success could be replicated in the Balkans leading to the set up of a regional network of young political leaders.

Achievements of the *School for Young Serbian and Romanian Political Leaders* include the following:

- ◆ Twenty-four (24) young political activists from Serbia and Romania significantly improved their skills in communication, coalition building, mediation, negotiation, decision-making, and strategic planning.
- ◆ Young political leaders from both countries increased their understanding and awareness of the mechanisms for stability in the region, potential pitfalls for economic reform in countries in transition, and the fight against corruption.
- ◆ Serbian and Romanian participants developed a set of common standards for ethical and effective political activity

- ◆ Publication and distribution of a handbook for young political leaders. The Handbook of the School for Young Serbian and Romanian Political Leaders was regarded as a very useful tool for setting effective policy standards for the Serbian and Romanian political leadership, for making this leadership accountable, and for implementing effective strategies for the benefit of citizens.
- ◆ The Foundation for Pluralism strengthened its management capacity and expanded its public image and impact.
- ◆ The two implementing organizations, Foundation for Pluralism (Romania) and Civic Initiatives (Serbia), have developed a strong relationship for developing best practices at the level of youth political organizations. Concepts for future programs have been elaborated and discussed with several donors, including the German Marshall Fund, National Endowment for Democracy, Stability Pact, and the Institute for Democracy in Eastern Europe.

Project Title: The Challenges of the Regional Stability Pact in the Balkans

Implementing Organization: Leaders Foundation

Serbian Partner Organization(s): The Modern Society Movement

RPD Grant Amount: \$14,141

Matching Contribution: \$7,175

Duration: Two months (May-July 2001)

Narrative Description:

Leaders Foundation (Romania) and The Modern Society Movement (Serbia) developed a program specifically designed to further collaboration between young leaders of political parties and NGOs from Romania and Serbia for the purpose of enhanced regional stability. The *Challenges of the Regional Stability Pact in the Balkans* project provided an opportunity for young political leaders of the two countries to learn about the basis, substance, goals, and values of the Regional Stability Pact. It also provided an opportunity for participants to analyze the experience of Romania within the Pact and lessons to be learned for Serbia. Finally, the project enhanced the leadership, negotiation and mediation skills of participants as they worked to develop common strategies that would contribute to the main objectives of Stability Pact (regional cooperation and the development of democratic systems).

Project activities consisted of developing an informal network and holding a series of working sessions and roundtables focused on the issue of enhancing regional stability through cross-border links between youth leadership and political communities. Twenty youth participated from each of the two countries, as well as workshop leaders and official guests.

As a result of the project, the following have been achieved:

- ◆ Forty young leaders from political parties and NGOs in Romania and Serbia increased their knowledge of the purpose, directions, and substance of the Regional Stability Pact
- ◆ A regional network of young leaders was established that encourages exchange and cooperation in the political field
- ◆ A working team was established that will continue to promote and initiate cooperative activities for young leaders in Romania and Serbia. Leaders Forum 2001, organized in November 2001 in Bucharest, was the next step in this cooperation.

Development of NGO Resource Centers

Project Title: Creating a Resource Center for Serbian NGOs in the Timok Region
Implementing Organization: Agency for Information and Development of NGOs (AID-ONG)
Partner Organization(s): Timok Club
RPD Grant Amount: \$36,368
Matching Contributions: \$7,268
Duration: Five months (February – August 2001)

Descriptive Narrative:

The purpose of this subgrant was to set up an NGO resource center in the Timok region of Serbia to respond to unmet needs among Serbian NGOs in the region. This Center, to be operated by a board of NGO leaders, will provide information, training, and technical assistance to the NGO sector in Knjazevac and the surrounding region. The Center's guiding principles include a non-partisan approach, inclusion of NGOs in a variety of fields or sectors of activity, flexibility in delivering services, and transparency and accountability.

AID-ONG provided technical expertise for the joint project, drawing upon its extensive experience in Romania, while the Timok Club helped organize a coalition of Serbian NGOs working in various sectors in the region as implementing partners for the planning and development of the local NGO resource center. Due to the limited time available under the program, the subgrant provided support for preparing the foundation and conditions of the Serbian Regional NGO Resource Center in Timok.

Achievement of results under this project include the following:

- ◆ Fourteen local NGOs formed an Organizing Committee to establish the NGO Resource Center. These NGOs have provided significant volunteer time and commitment for the establishment of the NGO Center.

- ◆ An inventory/assessment of local needs and potential clients of the Center was completed.
- ◆ Two training courses on “Proposal Writing” and “Strategic Planning” were prepared and delivered to Serbian NGOs in the Timok region as part of the development of a coalition to promote and manage the Center.
- ◆ A strategic plan for the establishment of the NGO Resource Center was developed and a draft application for funding to establish the Center was prepared.
- ◆ As a result of local efforts, the Zajecar city hall has contributed a facility that will house the local NGO Resource Center.

Public Interest Advocacy

Project Title: To Solve our Problems Together

Implementing Organization: ECHOSOC Foundation

Serbian Partner Organization(s): Open University Subotica

RPD Grant Amount: \$31,650

Matching Contributions: \$16,180

Duration: February 1st - July 31st, 2001

Descriptive Narrative:

The significant Rroma population from South-Eastern Europe faces numerous problems, deeply rooted in discrimination and social exclusion. Economically and socially, the Rroma are the most vulnerable part of the Serbian population. As the Serbian Rroma civil society consolidates to promote its rights and interests they can benefit from the knowledge and expertise of organizations in Romania that have worked on similar issues.

The purpose of the *To Solve Our Problems Together* project was to facilitate productive contacts and networking between Romanian and Serbian NGOs working in the field of inter-ethnic (and especially Rroma) relations. Working together, ECHOSOC Foundation from Romania and Open University Subotica from Serbia served as the nucleus to establish a network of NGOs working on these issues.

Activities under this project included facilitating and enabling linkages and connections between NGOs in the two countries, holding a two-day regional workshop, supporting the development of policy papers on the Roma issue, and advocating these policies at the level of central and local authorities.

The RPD subgrant supported the ECHOSOC Foundation and the Open University Subotica in achieving the following:

- ◆ Creation of three initial linkages between Romanian and Serbian NGOs, which was followed by the creation of a larger network of 39 NGOs working in the field of Roma in Romania and Serbia. Improved collaboration between Roma NGOs from Romania and Serbia, through this network and an associated Internet-based discussion list.
- ◆ Elaboration of short- and medium-term goals and an advocacy strategy to improve the status of the Roma population in the region. Problem areas addressed include education, culture, identity, and regional cooperation.
- ◆ A regional workshop with representatives of NGOs and central and local government in both countries was held in which the problems and issues of the Roma were discussed and recommendation made.
- ◆ Formation of a Romanian-Serbian team of seven experts and the formulation of policy papers based on the recommendations of the Roma population. These policy papers contain a series of recommendations addressed to decision-makers at local and central government in the two countries.
- ◆ Following the conference and dissemination of policy papers, there is increased awareness on the part of 23 Romanian and Serbian authorities on issues facing the Roma.

Project Title: Accountability through Transparency: Promoting Access to Information in FR Yugoslavia and Romania

Implementing Organization: Transparency International Romania (ART)

Partner Organization(s): Center for Policy Studies (CPS), Belgrade

RPD Grant Amount: \$35,119

Matching Resources: \$12,933

Duration: Six months (April - September 2001)

Narrative Description:

The project *Accountability through Transparency: Promoting Access to Information in FR Yugoslavia and Romania* was developed based on the belief that freedom of information is a mandatory ingredient of a democratic society, and that holding government accountable is only possible with access to information. The purpose of the subgrant activity was to increase knowledge about the current state of the access to information in the Serbian and Romanian societies, on the one hand, and to mobilize public support for the advancement of freedom of information within both societies, on the other.

Accountability through Transparency was a joint project of Transparency International (Romania) and the Center for Policy Studies, a well-established Serbian organization with an excellent reputation as a think-tank and advocate among Serbian NGOs. Activities included a detailed assessment of the current level of access to information in Romania and Serbia, strategies for public education and mobilization (policy papers,

seminars, website), and initiating a regional network of groups in support of transparency and freedom of information.

The *Accountability through Transparency* project achieved the following:

- ◆ Detailed assessment of the current level of access to information in Romania and Serbia, and the publication of the findings of this assessment.
- ◆ Creation of a regional network (formalized through a Memorandum of Understanding) or organizations promoting transparency in public institutions. Development of a joint Romanian-Serbian strategy to advocate and lobby for specific recommendations regarding information policies in the two countries.
- ◆ Implementation of a public information and education campaign to build awareness on the rights and procedures of access to public information in Romania and FRY, and the need to expand freedom of information. Methodologies used were the holding of two seminars to launch public debate on access to information issues, creation of an internet site dedicated to access of information in Romania, and publication and distribution of a guide to assist citizens understand how to access information.
- ◆ Issuance of a policy paper, including recommendations for legal and procedural changes for each country. In follow-up to this paper, an expert group made up of representatives of Romanian and Serbian independent organizations are currently working on a law regarding the free access to information. The Serbian Ministry of Public Information has already expressed its willingness to contribute to the final form of the law and to promote it. At the same time, the network initiated by this program has expanded by including the Yugoslav Committee of Lawyers for Human Rights and the European Movement in Serbia.
- ◆ In Romania, Law no 544 was enacted on October 23, 2001 and legislates the right to free access of information in the public interest.

Project Title: A New Common Future: Information meeting for a fair status for women in FRY and Romania

Implementing Organization: Women's Associations of Romania (WAR)

Serbian Partner Organization(s): Distrikt 0230 – Businesswomen's Club

RPD Grant Amount: \$7,855

Matching Contributions: \$4,845

Duration: May – August 2001

Narrative Description:

The purpose of the *A New Common Future* project was to facilitate improved communication and collaboration between the women's movements in FRY and Romania, in order to build solidarity to advocate for improved status of women in the two countries. This project constituted an event to jump-start the development of linkages and joint projects to benefit women's associations.

Activities under the project included an assessment of the current status of women in Romania and Serbia, raising the awareness and interest of women's organizations of the importance of partnership in the democratic transformation process, and developing a strategy for public advocacy.

Achievements under the *A New Common Future* project include:

- ◆ Establishment of linkages between eight Romanian women's organizations and seven women's organizations in Serbia
- ◆ Development and issuing of a joint action plan by women's NGOs to provide increased opportunities for Romanian and Serbian NGOs to exchange information and best practices
- ◆ Training of leaders and members of 14 women's organizations from Romania and Serbia to use the Internet as a tool for networking and support to their work.
- ◆ Signing of a written agreement on furthering partnership between women's organizations in Romania and Serbia. This agreement constituted a first step in ensuring the proper implementation of the action plan developed, and in strengthening the network.

Youth Movements

Project Title: Act Together/Act for Democracy

Implementing Organization: CONCEPT Foundation

Partner Organization(s): Center for Drama in Education and Art (CEDEUM) and Center for New Theatre and Dance (CENPI)

RPD Grant Amount: \$8000

Matching Contributions: \$9,532

Duration: February 15, 2001 - August 31, 2001

Descriptive Narrative:

Prejudice and stereotypes have often fuelled interethnic conflicts in South-Eastern Europe. Perpetuating such negative attitudes among young people through education can be a constant source of instability and conflict in the region. The *Act Together/Act for Democracy* project was intended to counter such divisive tendencies.

The Act Together/Act for Democracy initiative was designed to foster the collaboration of youth groups in Romania and Serbia to stimulate youth participation in cultural and civic process and expand democracy building processes among Serbia's younger citizens. Capitalizing on the excellent educational potential of the theatre, *Act Together/Act for Democracy* brought together more than 200 young Serbians and Romanians with

professionals of the stage. Through acting they shared common experiences and developed a common set of democratic solutions to deal with conflict situations. The project focused on increasing the multiethnic and multicultural involvement of different minorities (such as: Roma, Hungarians, Tatars, Russian Lipovans, etc) from both countries in an attempt to encourage and institutionalize programs stressing the democratic values of tolerance and diversity.

Summary of achievements:

- ◆ Establishment of a regional network of NGOs, government officials, artists, and young people that encourages regional exchange and cooperation in the social and cultural fields.
- ◆ Creation of two working teams for multiethnic group activities with Serbian partner organizations.
- ◆ Increased cooperation between Serbian NGOs and the Ministry of Education toward policy changes that acknowledge the use of dramatic techniques in education, particularly civic education.
- ◆ Establishment of a framework for expanded collaboration among partners, with the addition of a new partner – ERG Status. Future plans include trainers' exchange and participation in Play Against Violence, a program financed by the European Cultural Foundation and the Soros Network.
- ◆ Production of a booklet which includes strategies and solutions for the problems of intolerance.

Journalists and the Media

Project Title: Probitas 2001

Implementing Organization: West Foundation for Regional and Euro-Regional Journalism

Serbian Partner Organization(s): Press Independent Journalists' Association of Serbia (IJAS) with: Radio 021, Radio Kragujevac, Radio Pancevo, Radio Novi Sad, University of Novi Sad, University of Beograd, and the School for Journalism Novi Sad

RPD Grant Amount: \$17,923

Matching Contribution: \$16,925

Duration: June – August 2001

Descriptive Narrative:

The *PROBITAS* project is a result of and a new step in consolidating and enlarging the Euro-regional journalistic community. Collaboration within the Euro-region began in 1998 under the "Euro-media Danube-Maris-Tisa-Kris Project" initiative set up by three independent radio stations from Romania, Hungary and Yugoslavia (West Radio Timisoara, RTV Media 6 Szeged and Radio 021 Novi Sad). Professional exchanges and

cooperation between the three partners in the “Euro-media Danube-Maris-Tisa-Kris” project had resulted into a December 1998 joint 60-minute radio program broadcasted simultaneously, in three languages, in Timisoara, Novi Sad and Szeged. *PROBITAS* built on this group’s experience in holding “Summer School for Regional and Euro-regional Journalism” in 1999 and 2000.

PROBITAS responded to new possibilities for Serbian independent mass media following the end of the Milosevic regime. The purpose of the project was to foster formal and informal regional exchange, cooperation, and networking in support of journalists, journalist associations, and the independent media. In turn, this exchange and cooperation would enable media professionals to improve their professional skills and increase the role of the media in serving as a forum for the promotion of democratic values through enhancing the professional and technical skills of young journalists.

PROBITAS 2001 included five training sessions over the summer, with each session training three Romanian and three Serbian journalists. Over the three-month subgrant the *PROBITAS* project achieved the following:

- ◆ Identification of common problems encountered by journalists in the region
- ◆ Thirty young journalists gained practical experience and increased their technical and technological skills in the print and broadcast media through:
 - editing seven issues of a full color newsletter in A3 format, and
 - producing six 60-minute radio programs that were broadcast by West Radio Sebis
- ◆ The best journalistic reports were recorded on CD that became available to be re-broadcasted by all 16 radio stations (10 Romanian and 6 Serbian) involved in the project.
- ◆ Initiation of a network of young journalists maintaining formal and informal contact with one another, and expressing a strong interest in continuing the program.
- ◆ Substantial coverage of the program was made through numerous features and reports by the most important regional and local newsmagazines, newspapers, television, and radio stations, and by local communities in Romania and Serbia.
- ◆ Serbian trainees are establishing a new non-governmental entity that will serve to facilitate inter-media collaboration and will work with the West Foundation for Probitas 2002 – to be funded by the CED.

DKMT Regional Cooperation

Project Title: The Citizen Observatory for DKMT Regional Policies and Practices

Implementing Organization: The Third Europe Foundation

Serbian Partner Organization(s): Center for Multiculturalism, Center for Regionalism, and Charity Association Pannonja (all of Novi Sad)

RPD Grant Amount: \$45,723

Matching Contributions: \$18,962

Duration: April- August 2001

Descriptive Narrative:

The DKMT Euroregion is the formal framework for the cross-border cooperation between four Romanian counties, four Hungarian counties, and the Vojvodina province of Serbia. It was founded in 1997 by a protocol signed by the presidents of the nine member regions. In spite of its great development potential, the DKMT region has performed more as a formal body. The Third Europe Foundation developed a two-phase program aimed at increasing the effectiveness of the DKMT organization and process by increasing citizens' observation and participation. This increased participation will provide a basis for making a positive impact on the making of future policy, political and administrative decisions and actions concerning cross-border cooperation. The *Citizen Observatory for DKMT Regional Policies and Practices* program initiated by The Third Europe Foundation – in collaboration with three Serbian NGOs in the Vojvodina region – represents the first of two phases. Its purpose was to undertake a detailed analysis of the stage the cross-border cooperation was at, to identify the problems, and to come up with concrete solutions.

Romanian, Hungarian, and Serbian experts in The group produced a report entitled *Civic Participation and Accountability*. The purpose of the report was to encourage the development of cross-border cooperation and its main beneficiaries were local authorities, decentralized institutions, civic organizations, and central governmental organisms. The report was the first public policy analysis of the DKMT cross-border cooperation ever accomplished in the three partner countries.

ADF's RPD subgrant enabled the Third Europe Foundation and its Serbian partners to achieve the following:

- ◆ Creation of a regional *Citizen Observatory for DKMT Regional Policies and Practices*. This Observatory brought together a diverse group of Romanian, Serbian, and Hungarian experts and professionals in public administration, education, civic and political activists, representatives of the minority groups and organizations, journalists, business people and academics.
- ◆ Issuance of a *Policy Paper* by the Citizen Observatory, which contains a set of concrete recommendations for increasing the operability and effectiveness of the

cross-border cooperation between Romania, Serbia, and Hungary within the DKMT Euroregion. This policy paper was distributed to the Euroregion's social, economic, political and cultural actors, as well as to the Euroregional decision-makers. The policy paper was launched on the occasion of a regional DKMT conference in September 2001.

- ◆ Establishment of two *Euroregional Information Resource Centers*, one in Romania and one in Serbia providing relevant research, information and opportunities concerning the operations, policies cross-border co-operation initiatives within the DKMT Euroregion.
- ◆ Increased public awareness and the responsiveness of the DKMT structure to concerns, issues, and problems in the regions as identified and raised by citizens in the sub-region. Public information campaigns included the development and distribution of 10,000 leaflets entitled "Partner with People like You", half in Romanian counties of the DKMT and half in Vojvodina, Serbia.

Exchanges among Academic Communities, Think Tanks & Research Organizations

Project Title: Nongovernmental Partnership in Countries with Difficult Transition

Implementing Organization: Carpathian Foundation

Serbian Partner Organization(s): Center for Research and Development of the Nonprofit Sector

RPD Grant Amount: \$17,000

Matching Contributions: \$6,309

Duration: June – September 2001

Narrative Description:

The *Nongovernmental Partnership in Countries with Difficult Transition* project was designed to draw upon the Romanian experience to facilitate the development of the NGO sector in Serbia. The project envisioned the broadening of collaboration between Romanian and Serbian NGOs to go beyond the intense cooperation in border regions to develop extensive and in-depth cooperation at the national level. The *Nongovernmental Partnership* project sought to develop a partnership relationship between the Romanian and Serbian NGO sectors through establishing contacts between the Serbian regional network of NGO Resource Centers of the Center for Research of the Non-Profit Sector (CRNPS) and networks of Romanian NGO Resource Centers.

Activities under this subgrant consisted of developing contacts and relationships, culminating in a training of trainers course and workshop conducted over a three-day period.

Achievements under the project included the following:

- ◆ Eight (8) trainers from the CRNPS NGO resource centers developed their training and facilitation skills to support the development of NGOs in their communities;
- ◆ Twenty key decision-makers in the nonprofit sector were trained in issues related to an effective private-public partnership. Important contributions were made by the representatives of the offices charged with NGOs within the Romanian Parliament and the Romanian Government.
- ◆ Multi-stakeholder workshops on the role of the NGO sector in countries with difficult transition through the organization, evaluation and sustaining of local and national forums for increased citizen participation as well as cross-border and inter-ethnic co-operation through the involvement of NGOs in local and regional development

Other Forms of Cross-Border Networks

Project Title: Regional Orthodox Meeting and Cooperation: The Role of the Church in the Social Development of Communities

Implementing Organization: Ecumenical Association of Churches in Romania, in cooperation with the Serbian Bishopric in Romania

Serbian Partner Organization(s): Romanian Bishopric in Serbia

RPD Grant Amount: \$8,815

Matching Contributions: \$15,000

Duration: June – August 2001

Narrative Description:

The Orthodox Church in Romania and Serbia have an important potential role in working on social issues such as abortion, prostitution, violence, and refugees. The *Regional Orthodox Meeting and Cooperation* project looked to developing a coherent social assistance framework and enable the Serbian Church to benefit from the experience of the Church in Romania.

Activities under this project included a series of working sessions related Church & Society issues including the increase of social problems in the transition period in Romania and Serbia, most appropriate and effective methods to overcome violence in both countries, and providing of church-based assistance for marginalized people. Other sessions allow for exchanging information and experience regarding realities and perspectives of Church social work in Serbia and Romania. The second stage of the program includes a study visit of the participants to several places where the Orthodox Church has on going projects in social assistance.

Achievements under the *Regional Orthodox Meeting and Cooperation* include:

- ◆ A dialogue was initiated between representatives and members of the Romanian and Serbian Orthodox communities. These two communities identified modalities of cooperation in developing effective and coherent social assistance programs
- ◆ Participants in working sessions mastered new skills in social assistance work and increased skills in communicating with their institutions, mass media, and the communities of Orthodox believers on their role in social assistance
- ◆ Participants were exposed to the practice of using dialogue and negotiation to help communities overcome the wounds of totalitarian systems.
- ◆ Additional partners, needs, and plans for continuing cooperation within the Orthodox Church and between the Church and other charity organizations were identified.

Project Title: Partner

Implementing Organization: Private Entrepreneurs Confederation in Timis County (CIPT)

Serbian Partner Organization(s): Association of Private Small and Medium Enterprises and Entrepreneurs

RPD Grant Amount: \$14,435

Matching Contributions: \$5,167

Duration: June – August 2001

Narrative Description:

Democratic development implies the setting up and consolidation of a market economy based on private property. Strengthening the private initiative and building up a healthy competition environment are central issues on the agenda of the Serbian democratic transition. Drawing on the Romanian experience in the field of democratic consolidations by means of encouraging the entrepreneurial spirit, the experts of the Private Entrepreneurs Confederation from the Timis County have offered professional assistance to their Serbian colleagues faced with overwhelming difficulties. Although there had been previous similar meetings, *Partner* was the first coherent initiative in this respect.

The *Partner* program brought together Romanian and Serbian businessmen and bankers, as well as high officials from the Romanian finance administrations, to build regional cooperation between enterprises and promote economic and democratic development in the Banat Euroregion. This Euroregion contains territories from Banat areas of Romania, Serbia and Hungary. The project was designed to increase the level of knowledge of all institutions and decision-makers affecting the development of small and medium enterprises (SMEs); improve the quality of services and the informational capacity of the two organizations; raise awareness with respect to the role NGOs play in local economic development; and establish mechanisms which facilitate dialogue and communications between different local and regional stakeholders.

Through a series of meetings held in Romania and Serbia with businessmen, bankers, and policy makers, stakeholders examined various legal and technical means for improving the business climate, strategies for diversifying services, and the need for new laws that would discipline financial procedures. In addition to building contacts and understanding, these meetings have enabled participants to develop joint plans that will lead to an intensification of business relations between these business partners.

The RPD subgrant supported CIPT and UPMSP in achieving the following:

- ◆ Establishment of a contractual framework for cooperation between business associations from Romania and Serbia, expanding the scope of programming for both partner associations and enhancing their strengths as service providers to the business communities in their countries.
- ◆ Increased awareness and understanding of Romanian and Serbian authorities to the needs of the business sector and barriers facing them.
- ◆ Establishment of a website and launching of a discussion list to facilitate communication and dialogue in the region.

Subgrants to the CED to Expand and Strengthen Cross-Border Collaboration

Close cooperation and collaboration with The Euroregional Center for Democracy (CED) in Timisoara, Romania has been a central part of the RPD program, as CED is influential in NGO activities in the region. CED was awarded four RPD subgrants that enhance its role as a regional support institution for:

- Regional cooperation between Romania and Serbia and other regional partners;
- Information collection and dissemination about the need and potential for cooperation in the region;
- Regional networking, and
- Provision of technical assistance for regional democracy building.

Project Title: Regional Cross-Border NGO Fair

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$15,000

Matching Contributions: \$18,331

Duration: December 7-8, 2000

Descriptive Narrative:

The objective of the December 2000 *NGO Fair for Cross-Border Programs* was to bring together Romanian and Serbian organizations working on cross-border programs and offer them the opportunity to present their activities while networking for future projects in the region. This NGO Fair is the first of its kind to be organized with the aim to support cross-border programs in Romania and the Federal Republic of Yugoslavia at all levels of civic engagement.

Around 160 participants from 117 organizations representing the NGO sector, donors, media, local administration and government attended the Fair. Through exhibits and various sessions, the Fair provided the participants with the opportunity to get acquainted with current activities in the field, explore funding opportunities, exchange lessons learned and best practices, and network for potential mutual cooperation. Under the subgrant, CED was also able to publish a booklet with the Fair's participants in order to facilitate communication and follow-on activities.

During the workshops associated with the Fair it became clear that there was a real interest in establishing cross border cooperation between Romanian and Serbian organizations. It was also apparent that organizations from both sides of the border needed financial, technical and logistic support in order to insure a good quality of their proposed common programs. In addition, organizations cited the need for more and better communications to establish and sustain cross-border partnership initiatives.

A follow-on event to the Regional Fair a Regional Partnership for Democracy Networking Event was held on September 20-23, 2001. As a result of the increased interest in regional collaboration, the event grew from an initial attendance of 210 organizations to a total of 433 organizations.

Together with CED, ADF and the RPD program succeeded in creating an effective means for increasing regional communication and collaboration through the development of the Regional NGO Fair and Networking Event model. External donors, such as the German Marshal Fund (GMF), and the Stability Pact were highly impressed with the idea and accomplishments of the regional events. The GMF has already made a commitment to support the event for the next year. Other donors, such as the Council of Europe are expected to allocate funds to continue this innovative and successful Romanian initiative.

Project Title: Democracy On-Line - Regional Information Resource & Exchange Services for Romanian – Serbian Initiatives

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$74,450

Matching Contributions: \$65,200

Duration: February 15 - August 31, 2001

Descriptive Narrative:

The Democracy on Line: Regional Information Resource & Exchange Services for Romanian – Serbian Initiatives sought to provide, through the establishment of an Internet resource center and a cross-border NGO information exchange activity a model and means for strengthening the emerging democracy in Serbia.

The on-line resource center, modeled on approaches used in the United States and Europe, was designed to provide information about current Serbian and Romanian NGO programs and events, training possibilities, internships, funding opportunities, jobs, financial and management counseling services for NGOs, Chamber of Commerce activities in the region etc.

In order to endure financial sustainability of the DOL, CED has engaged to support part of the cost from the budget received from the Open Society Foundation Romania. Additionally, proposals for DOL continuation were submitted to German Marshall Fund and World Bank.

Achievements include:

- *Internet based, regional cross-border resource center (www.regionalnet.org)*
- *The Internet resource center provides, centralizes and disseminates information useful for the development and the strengthening of NGOs. The Internet Resource Center also establishes specific means for communication and for the exchange of information.*
- *Beneficiaries of DOL include non-governmental organizations and institutions, small local associations, small groups and small/medium enterprises, interested in, or involved in developing cross-border activities.*

Project Title: Romanian-Serbian Program Incubator for Cross-Border Civil Society Activities

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$73,990

Matching Contribution: \$89,620

Duration: February 15 - September 1, 2001

Descriptive Narrative:

The program “Incubator for Cross-Border Civil Society Activities” was conceptualized and implemented by CED in partnership with 10 grassroots NGOs from Serbia and Romania. The goal of the Incubator was to assist and support the establishment and strengthening of democratic processes in Serbia by linking Romanian and Serbian organizations with mutual interests and purpose.

In implementing the Incubator Program, CED has established five main fields in which the ten participating organizations developed their programs: human rights and minorities, community development, economic development, youth initiative and gender issues. In total, 13 events took place, in the form of summer camps, seminars, conferences and trainings, involving 183 participants from Kikinda, Novi Sad, Nis, Seleus, Timisoara and Deva.

The program has provided an opportunity for ten NGOs to learn about each other, to engage in a common project and to plan future cross-border activities. It highlighted the impact and effectiveness of NGOs and through the large media coverage it received the public became more aware of the NGO community and its activities.

Project Title: Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy Programs

Implementing Organization: Euroregional Center for Democracy, Timisoara

RPD Grant Amount: \$20,170

Matching Contributions: \$13,500

Duration: April 1- August 30, 2001

Descriptive Narrative:

The aim of the program *Increasing Financial Accountability, Effectiveness and Sustainability of Regional Democracy* was to create stronger democratic practices and institutions in the region by increasing the capacity of Romanian and Serbian NGOs to manage more effectively private and public funds and to provide adequate financial and program documentation and reports, thus to develop and maintain high level legal and financial accountability standards in RPD operations.

This program focused providing three fundamental interventions: information, training and technical support. CED used a variety of methods (workshops, delivery of direct technical assistance and the provision of relevant information) in order to achieve program aims.

The proposed activities were evaluated according to the standards of management of public and private funds of NGO's working under the RPD program, of the assisted organizations' legal and financial accountability standards.

CED is committed to continue this effort by providing training sessions which will address issues such as Fundraising, Leadership, Strategy Development.

Achieved:

- Training was provided on the following topics: Legal framework highlights the main legal acts governing the functioning of NGOs – foundations, Financial Management

& Accounting policies and procedures, Financial Management for Cross-Border Cooperation Projects

- Course package for on the above mentioned issues. CED obtained the copyrights for the Financial Accountability, Grants Financial Management and Legal Compliance courses and course materials.
- Daily consultancy on financial and legal issues was also offered to the existing RPD's Program grantees.
- Information package about the RPD based upon the database and its results on the Internet – available at www.regionalnet.org.

Attachment 6

List of NGOs that received Technical Assistance

List of NGOs that Received Technical Assistance

I. Organizations meeting with ADF prior to submitting proposals

Bucharest

1. Academic Society in Romania, Bucharest
2. ACCEPT Association, Bucharest
3. American University in Bulgaria Graduates (AUBG), Bucharest
4. ARCA - Romanian Forum for Refugees and Migrants, Bucharest
5. Assistance Center for Nongovernmental Organizations CENTRAS), Bucharest
6. Association des Etats Généraux des Etudiants de l'Europe (AEGEE / International Politics Working Group), Bucharest
7. Beekeepers Association of Romania, Bucharest
8. Center for Independent Journalism, Bucharest
9. Center for Legal Resources, Bucharest
10. Center for Studies and Programs for Development (CSPD), Bucharest
11. Civil Society Development Foundation (CSDF), Bucharest
12. Concept Foundation, Bucharest
13. Dean's Office of the Faculty of Political and Administrative Sciences, Bucharest
14. Estuar Foundation, Bucharest
15. Foundation for Democratic Change, Bucharest
16. Foundation for Pluralism (FFP), Bucharest
17. H Foundation for Distance Learning, Bucharest
18. House of Europe, Bucharest
19. Information Center for Romania, Bucharest
20. International Orthodox Christian Charities (IOCC), Bucharest
21. Leaders Romania Foundation, Bucharest
22. Master Forum Association, Bucharest
23. Media Monitoring Agency - Academia Catavencu (MMA), Bucharest
24. National Young Women Christian Association of Romania (NYWCAR), Bucharest
25. Opportunity Associates Romania (OAR), Bucharest
26. Political Science Students Association of the National School of Political and Administrative Studies, Bucharest
27. Pro-Democracy Association (APD), Bucharest
28. Society for Culture, People and Friendship, Bucharest
29. TACTIC Center, Bucharest
30. The H Foundation for Distance Learning of Disabled People, Bucharest
31. Transparency International- Romania
32. Women's Association in Romania, Bucharest

Timisoara

33. Agency for Information and Development of NGOs (AID-ONG), Timisoara
34. Association des Etats Généraux des Etudiants de l'Europe (AEGEE), Timisoara
35. Bethany Foundation for Social Services, Timisoara
36. Center for Rural Assistance, Timiaora
37. Chamber of Commerce, Industry and Agriculture (CCIAT), Timisoara

38. Euroregion Danube-Kris-Mures-Tisa (DKMT), Timisoara
39. Euroregional Center for Democracy (CED), Timisoara
40. Independent Youth Foundation in Timis County, Timisoara
41. Intercultural Institute, Timisoara
42. Pro Democracy Association, Timisoara
43. Romanian Academic Debate Association (ARDA), Timisoara
44. Third Europe Foundation, Timisoara
45. Willingway Foundation, Timisoara

Iasi

46. Local Women's Organization, Targu Frumos, Iasi
47. Pro WOMEN Foundation, Iasi
48. Romanian Anti-AIDS Association (ARAS), Iasi

Cluj-Napoca

49. Association des Etats Généraux des Etudiants de l'Europe (AEGEE), Cluj-Napoca
50. CIVITAS Foundation for Civil Society, Cluj-Napoca
51. WORLD VISION Romania, Cluj Napoca

Other

52. "LIFE" Yout
53. "Sfintii Imparati" Foundation
54. Bridges for Education, USA
55. Civic Library Pirgos, Pirot
56. ECHOSOC
57. Ghiocelul Folk Association
58. Information, Education and Resource Center for the Black Sea
59. Kelsen Foundation, Oradea
60. Master Business Center, Deva
61. NERA Ecological Group
62. Pro Democracy Association Braila Branch
63. Pro Democracy Association, Constanta
64. Romanian Foundation for Economic Development, Craiova
65. Romanian Society for English and American Studies (S.R.S.A.A.)
66. Sanatatea Association, Turnu Severin
67. Tinerii Prieteni ai Naturii

II. NGO Participants in RPD Working Session on Project Planning, Proposal Writing, and Financial Management

Assistance Center for Nongovernmental Organizations (CENTRAS)
Foundation for Pluralism (FfP)
Concept Foundation
Center for Legal Resources (CLR)

Transparency International Romania (ART)
Media Monitoring Agency - Academia Catavencu (MMA-AC)
ACCEPT Association
Political Science Students Association (ASSP)
Romanian Forum for Refugees and Migrants (ARCA)
The “H” Foundation for Distance Learning of Disabled People
ECHOSOC Foundation
Women’s Association in Romania (WAR)
Foundation for Democratic Changes.
Agency for Information and Development of NGOs (AID-ONG)
The Third Europe Foundation (3E)
The Center for Rural Assistance (CAR)
Intercultural Institute of Timisoara (IIT)
Willingway Foundation – Timisoara.

III. NGO Participants in Working Session on Financial Accountability

Romania

1. Euroregional Center for Democracy
2. Romanian Social Development Fund
3. Civil Society Development Foundation
4. Romanian Association for Community Develop.
5. CREST Satu Mare
6. ALBIN Foundation
7. Center for Children and Youth "Giraffe"
8. Willingway Timisoara Foundation
9. Agency for Information and Development of NGOs (AID-ONG)
10. The Third Europe Foundation (3E)
11. Association for promotion of women
12. Association of gypsy women “For our children”

Serbia

1. Vojvodjanka
2. Distrikt 0230
3. Postpesimisti
4. SOS for women and children victim of violence
5. Women’s multiethnic group
6. JEN

IV. NGO Participants in CED Conference on Sustainability

1. Civic Initiatives (CI)
2. Center for Policy Studies (CPA/CPS)
3. CEDEUM - Center for Drama in Education and Art
4. Center for Advanced Legal Studies
5. Press Independent Journalists’ Association of Serbia (IJAS)
6. ICVA
7. IRI Yugoslavia Office
8. Foundation for Pluralism (FfP)
9. Foundation for Pluralism (FfP)
10. Women's association of Romania

11. Transparency International - Romania
12. Foundation for Rehabilitation, Integration and Social Promotion - ECHOSOC
13. CONCEPT Foundation
14. Centre for Legal Resources (CRL)
15. LEADERS Foundation
16. The Ecumenical association of Churches in Romania - AIDRom
17. United States Agency for International Development – Romania Mission
18. America's Development Foundation Romania
19. Sanatatea Association
20. Businesswomen's Club
21. DISTRIKT
22. The Timok Club
23. PROTECTA
24. MECI -Office for Multiethnic Relations
25. Center for Multiculturalism
26. Center for Regionalism
27. Europa Voivodina
28. Vojvodjanka
29. Willingway Timisoara Foundation
30. Agency for Information and Development of NGOs (AID-ONG)
31. The Third Europe Foundation (3E)
32. West Foundation for Regional and Euro-regional Journalism
33. Euroregional Center for Democracy
34. Private Entrepreneurs Confederation of Timis County (CIPT)
35. Association for Promotion of Women from Romania
36. Modern Society Movement (MSM)
37. European Movement in Serbia, Local Council in Zrenjanin

V. NGO Subgrant Recipients

1. *Pro Democracy Association (APD)*
2. *Euroregional Center for Democracy (CED)*
3. *Concept Foundation*
4. *Echosoc Foundation*
5. *The Agency for Information and Development of Nongovernmental Organizations (AID-ONG)*
6. *Foundation for Pluralism (FfP)*
7. *Transparency International Romania (ART)*
8. *Centre for Legal Resources (CLR)*
9. *Third Europe Foundation (3E)*
10. *Willingway Foundation*
11. *Sanatatea Association*
12. *Women's Association of Romania*
13. *Leaders Romania*
14. *Confederation of Private Entrepreneurs in Timis County (CIPT)*
15. *West Foundation for Regional and Euroregional Journalism (FVJ)*
16. *The Ecumenical Association of Churches in Romania (AIDRom)*
17. *Carpathian Foundation – Fund for the Development of the Carpathian Region (CF)*

Attachment 7

Summary of NGO Sustainability Plans

Sustainability Strategies of RPD Recipients and Partner Organizations

Echosoc Foundation: Rights for the Roma

Future Plans: The program resulted in a new partnership between Rompress and Echosoc. 'Rominterpress' will help Echosoc with continuation. The policy papers of Echosoc will be updated and edited in Serbian by the end of 2001. These new publications will contain feedback from central and local authorities in Romania and Serbia.

Future Funding: Echosoc received \$700 from UNICEF to issue an updated and improved edition of the RPD sponsored policy papers in Serbia.

Foundation for Pluralism (FfP): School for Young Political Leaders

Future Plans: FfP and Civic Initiatives will explore the following strategies for continuing the '*School for Young Political Leaders*': a) further focus on developing participants' skills; b) further focus on strengthening participating organizations through partnership, and c) further focus on identifying and disseminating 'best practices' at the level of youth organizations. Decision-makers within the parties represented in the sponsored participants will be consulted regarding the designing of plans to continue the program.

Future Funding: An applications for funding will be made to German Marshall Fund, National Endowment for Democracy, Institute for Democracy in Eastern Europe and the Stability Pact. These proposals are now being prepared. Foundation for Pluralism expects the individual participants in the RPD funded program to support and involve themselves in any strategy for continuing the current program.

Pro Democracy Association: Election Observation and Civil Society Development

Future Plans: Pro Dem and OTPOR! leaders have identified two areas for further cooperation: a) the developing and refining of techniques and expertise for observing elections; and b) providing ongoing technical assistance in institutional development to OTPOR!.

Agency for Information and Development of NGOs (AID-ONG): NGO Resource Center in Timok Region of Serbia

Future Plans: Two outcomes of the current program will serve as a start-up point for sustainability: (1) a draft proposal for the creation of a Resource Center in Timok region will be prepared; and (2) a list of potential donors for funding the resource center is being developed.

Future Funding: The Zajecar city hall contributed a facility for the establishment of a local NGO Resource Center. Fourteen organizations have formed an Organizing Committee to establish the NGO Resource Center and are contributing to its development on a voluntary basis. The committee and the commitment will continue to meet and work for the funding of the operations.

The Third Europe Foundation: Citizen Observatory for DKMT

Future Plans: All participants from three countries made ongoing commitments to continue to work together. Three country partnerships will continue within the DKMT region and the Citizen Observatory. The next (2nd) phase of the *Citizen Observatory* will focus on: a) monitoring the functioning of DKMT and other cross-border cooperation; and b) advocating for necessary measures to be taken by the DKMT officials to increase the range of cross-border cooperation. The 2nd edition of the Citizen Observatory will include strategies to involve and sensitizing decision-makers to citizens' true needs and expectations in the three-country region. Groups are committed to planning and implementing ongoing advocacy activity to impact DKMT policy formulation and ensure citizen participation in the governmental planning process.

Future Funding: Proposals for sustaining the Citizen Observatory Centers have been prepared. Potential donors identified are: German Marshall Fund, Link Diversity program and Phare ACCESS Program. CED is already sustaining the Citizen Observatory project with \$10 000.

Transparency International Romania (ART): Freedom of Information

Future Plans: CPA, the Serbia partner will continue the advocacy campaigning for increasing public access to governmental information in Serbia. Public servants have been identified as targets for the future campaign. CPA is currently replicating the coalition model from Romania in all of their Serbia advocacy campaigns. CPA has mobilized the Serbian branch of Transparency International, ANEM, and Yugoslav Committee of Lawyers for Human Rights and European Movement in Serbia. ART will continue to disseminate the publications issued under the RPD grants and will further public debates on the status of the access to information legislation. ART programs will continue to further democratic practices and institutions; in the near future ART's aim is to challenge civil society organizations, independent media institutions and citizens to make use of their respective rights under the current law (Law no.544/2001) and to provide feedback in the creation of the implementation norms of the law.

Centre for Legal Resources (CLR): Forum against Trafficking in Human Beings

Future Plans: A new forum will be organized by CLR and Serbia CALS in 4-6 months to assess and debate the future implementation of the bill on Trafficking of Human Beings (in Romania). The Bill on Preventing and Combating the Trafficking in Human Beings was enacted as Law 678/2001 in Romania and CLR is currently working together with other governmental and nongovernmental partners on the creation of the implementation norms of the law.

Concept Foundation: Act Together/Act for Democracy

Future Plans: With an additional partner, the ERG Status, the network will continue to promote the use of drama techniques in education and for developing a democratic society.

Future Funding: 'Play Against Violence' (a program developed in Eastern Europe and has been financed by European Cultural Foundation and Soros Network) will continue the cross-border program established by the RPD. Concept and its partners are submitting

new project proposals to funding institutions. CENPI, for instance, is developing a partnership project and apply to ADF/USAID program in Serbia.

Women's Association of Romania (WAR): Fair Status of Women in FRY and Romania

Future Plans: WAR and the Businesswomen Club have prepared a new proposal to continue the program. There will be future meetings of the partner organizations as a result of the common action plan. Participants in the meeting will assess progress being made in developing a joint Romania-Serbia fundraising approach.

Confederation of Private Entrepreneurs in Timis County (CIPT): Partner: Development of Business Communities

Future Plans: CIPT and UMPSP (Serbia) will continue to do partnership planning and programming dealing with: a) Training and consultancy for SMEs; b) Advocacy for legislating and promoting economic development through cross-border cooperation; c) Setting up a Euroregional economic center to facilitate SMEs' development in the region. CIPT and UMPSP will lobby local and central government bodies and decision-makers in both countries to establish legislative incentives for cross-border cooperation.

Leaders Foundation: Regional Stability in the Balkans

Future Plans: Leaders Foundation plans to continue its partnership with Modern Society Movement, Serbia. Both organizations will participate to common events. Leaders Forum 2001 was organized in November, in Bucharest. Both partners will explore next steps to continue the program at the meeting.

Willingway Timisoara Foundation: Treatment and Prevention of Alcoholism and Drug Addiction

Future Plans: Willingway is implementing the business plan designed during the RPD to establish and maintain an After Care Center for Alcoholics and Drug Addicts in Timisoara. The partnership between Willingway and Protecta, Nis will be sustained and efforts will continue to develop a regional network of professionals in the treatment field.

Future Funding: Willingway Foundation has applied for support from The Rotary Club in Timisoara, and will do the same in North Carolina. Continuation assistance is also being sought from the Willingway Hospital Foundation in Georgia USA. The Willingway Foundation is now in the process of seeking support and facility from the local authorities to establish an after care center.

Sanatatea Association: Open Gates for Healthy Communities

Future Plans: The cooperation between the two NGOs and communities (Turnu Severin and Nis) is ongoing (as formally confirmed by an agreement of partnership signed in late August). Sanatatea and Protecta are implementing community-based health advocacy and planning programs. For instance, they organizing together a program to mobilize youth within the local communities through a bicycle contest on a distance of 40 km near the Danube. Community resources and private funds from local sources were collected to continue the program's activity.

Future Funding: Local authorities have offered logistic support to Sanatatea's local event which is impacting the whole community in Turnu Severin.

The Ecumenical Association of Churches in Romania (AIDRom): Role of the Church in the Social Development of Communities

Future Plans: Based on an assessment made by AIDRom during the summer 2001, the projected activities will be more focused on the recently identified needs in Serbia. The first project plan is based upon the request of two local organizations from Vojvodina (the Orthodox Brotherhood and the Lord's Army). AIDRom will train a group of young people in social assistance practices in these regions. The second project plan: AIDRom will provide technical assistance to the newly established social assistance centers in Vrsat and Alibunar Serbia through transfer of know-how from Romanian church-based NGOs to the local Serbian government social service programs. In all future partnership programs with Serbian institutions, AIDRom will seek to advocate for an increased ecumenical approach in Serbia (by encouraging the involvement of the Catholic and Protestant Churches and by fostering tolerance among Christians).

Future Funding: AIDRom initiated two (2) proposals for continuing the RPD-funded program in both countries.

Carpathian Foundation: Non-governmental – Public Partnership

Future Plans: Carpathian Foundation and the Serbia Center for the Development of the Nonprofit Sector are exploring the continuation of the Romanian-Serbian initiative to foster the 'Nongovernmental Partnership in Countries with Difficult Transition'. In the near future, they will organize a meeting to discuss the methodology and findings of the report 'Making Civil Society Work'. In the long run, the Romania GIR (Group for Implementing the National NGO Forum Resolutions) will initiate a stronger policy of fostering cooperation with similar structures in neighboring countries.

West Foundation for Regional and Euro-Regional Journalism: Journalist training

Future Plans: Serbian trainees within the Probitas 2001 program will set up a new nongovernmental entity in FRY. The new organization will be the future Serbian partner NGO for the organizing of the 2002 Probitas program.

Future Funding: In the period 2002-2003 CED will sustain the second Probitas program.